



Southern Africa-Indian Ocean Division

WORKING POLICY

2013 Edition



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of the

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of the General Conference of the Seventh-day Adventists

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INTRODUCTION

This book contains the Constitution and Bylaws of the General Conference of Seventh-day Adventists as adopted by General Conference Sessions, the Mission Statement of the Seventh-day Adventist Church, Total Commitment to God—A Declaration of Spiritual Accountability in the Family of Faith, Roadmap for Mission and the *Working Policy* as adopted by Annual Councils of the General Conference Executive Committee and the Executive Committee of the Southern Africa-Indian Ocean Division. It is therefore the authoritative voice of the Church in matters relating to the administration of the work of the Seventh-day Adventist denomination in all regions of the Southern Africa-Indian Ocean Division. It is to be adhered to by all denominational organizations in that territory. (See General Conference *Working Policy* B 15.)

This policy book is based on the latest available edition of the General Conference Working Policy (2011-2012) and incorporates the policy changes made by the 2011 Annual Council of the General Conference of Seventh-day Adventists.

This edition supersedes all previous editions and shall be adhered to except as it may be amended by subsequent actions of a General Conference Session, or an Annual Council of the General Conference Executive Committee and the Executive Committee of the Southern Africa-Indian Ocean Division of General Conference of Seventh-day Adventists.

Southern Africa Indian-Ocean Division
Executive Committee

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**CONSTITUTION OF THE
GENERAL CONFERENCE
OF SEVENTH-DAY ADVENTISTS****

(As revised at the 59th Session held in Atlanta, United States of America, June 24 to July 3, 2010)

ARTICLE I—NAME

This organization shall be known as the General Conference of Seventh day Adventists.

ARTICLE II—PURPOSE

The purpose of the General Conference is to teach all nations the everlasting gospel of our Lord and Savior Jesus Christ and the commandments of God.

**ARTICLE III—DIVISIONS OF THE
GENERAL CONFERENCE**

The General Conference conducts much of its work through its divisions, which in turn are comprised of union conferences and union missions in specific areas of the world. Each division is an administrative unit of the General Conference with commensurate authority to carry out responsibilities in the territory assigned to it. It is not a separate constituent level of organization. It shall act in full harmony with the General Conference Constitution and Bylaws, the General Conference *Working Policy*, and actions of the Executive Committee.

In order to carry the authority of the General Conference, the actions of division committees shall, of necessity, be in harmony with and complementary to the decisions of the General Conference in Session, and the actions of the Executive Committee between Sessions.

ARTICLE IV—MEMBERSHIP

- Sec. 1.** The membership of the General Conference shall consist of:
- a. All unions that have been or shall be properly organized and accepted by vote of the General Conference in Session.

* It should be noted in this chapter that other terminology is used in some geographical areas for organizational units such as fields, sections, or delegations.

b. All of the following entities that are directly attached to the General Conference or a division:

- 1) Local Conferences
- 2) Local mission and functional equivalents thereof provided they have two or more officers and an executive committee, observe a schedule of regular constituency meetings and have been properly organized.

ARTICLE V—GENERAL CONFERENCE SESSIONS

Sec. 1. The General Conference shall hold quinquennial Sessions at such time and place as the Executive Committee shall designate and announce by a notice published in the *Adventist Review* and *Adventist World* in three consecutive issues at least four months before the date for the opening of the Session. In case special world conditions make it imperative to postpone the calling of the Session, the Executive Committee, in regular or special council, shall have authority to make such postponement, not to exceed two years, giving notice to all constituent organizations.

Sec. 2. The General Conference Executive Committee may call special Sessions of the General Conference at such time and place as it considers proper, by means of a notice as provided for in Sec. 1., and the transactions of such special Sessions shall have the same force as those of the regular Sessions.

Sec. 3. At least one-third of the total delegates authorized hereinafter under Sec. 5. of Article V, must be present at the opening meeting of any regular or specially called General Conference Session to constitute a quorum for the transaction of business. Once the Session is declared open, the delegates remaining present shall constitute a quorum.

Sec. 4. The election of officers and the voting on all matters of business shall be by *viva-voce* vote, or as designated by the Chair, unless otherwise requested by a majority of the delegates present.

Sec. 5. The delegates to a General Conference Session shall be designated as follows:

- a. Regular delegates.
- b. Delegates at large.
- c. In case of financial exigency or other major crisis within the Church or in the international arena, the Executive Committee may take an action to reduce the maximum number of delegates to a particular General Conference Session. Such reduction shall then be applied to both regular delegates and delegates at large.

Sec. 6. Regular delegates shall represent the General Conference's member union conferences, union missions, member conferences, missions, and unions of churches as defined in Article IV, as follows:

a. Delegates representing union conferences and union of churches conference having division affiliation shall be appointed by the respective union executive committee.

b. Delegates representing union missions and unions of churches mission having division affiliation shall be appointed by the respective division executive committees in consultation with the organizations concerned.

c. Delegates representing conferences and missions having union conference affiliation shall be appointed by the respective union conference executive committees in consultation with the organizations concerned.

d. Delegates representing conferences and missions having union mission affiliation shall be appointed by the respective division executive committees in consultation with the organizations concerned.

e. Delegates representing conferences and missions directly attached to divisions, shall be appointed by the respective division executive committees in consultation with the organizations concerned.

f. Delegates representing division institutions, the number of whom shall correspond to the number of division institutions within each division, shall be appointed by the respective division executive committees in consultation with the organizations concerned.

g. Delegates representing union conferences and union of churches conferences directly attached to the General Conference shall be appointed by the executive committees of the respective attached union conferences.

h. Delegates representing union missions, union of churches missions, and local conferences and missions directly attached to the General Conference shall be appointed by the Executive Committee in consultation with the organizations concerned.

Sec. 7. Regular delegates shall be allotted on the following basis:

a. Each union conference shall be entitled to two delegates other than its president (who is a delegate at large) without regard to membership size.

b. Each union mission shall be entitled to one delegate other than its president (who is a delegate at large) without regard to membership size.

c. Each union of churches conference shall be entitled to one delegate other than its president (who is a delegate at large) without regard to membership size.

d. Each union of churches mission is represented by its president (who is a delegate at large).

e. Each local conference shall be entitled to two delegates without regard to membership size

f. Each local mission* shall be entitled to one delegate without regard to membership size.

g. Each division shall be entitled to additional delegates based upon its membership as a proportion of the world Church membership. The total number of delegates from all divisions under this provision shall not exceed 400. The resulting quota of division delegates under this provision shall be distributed first to the unions that are affiliated with that division, based on each union's proportion of the division membership. Any unallocated delegate entitlements under this process shall be allocated at the discretion of the division executive committee.

h. Unused quotas of regular delegates allocated to unions and unions of churches may be reallocated by the divisions.

Sec. 8. Delegates at large shall represent the General Conference institutions, divisions of the General Conference, and division institutions and shall be appointed on the following basis:

a. All members of the Executive Committee.

b. Associate directors/secretaries of General Conference departments and associations.

c. Twenty delegates from General Conference appointed staff. Such delegates shall be selected by the Executive Committee upon recommendation from the General Conference Administrative Committee.

d. Twenty delegates for each division.

e. Each division shall be entitled to additional delegates corresponding to the number of division institutions within its territory.

f. Those representatives of the General Conference and division institutions and other entities, and those employees, field secretaries, laypersons, and pastors who are selected by the Executive Committees of the General Conference and its divisions. The number of these delegates shall be 300.

Sec. 9. Division administrations shall consult with unions to ensure that the entire division delegation shall be comprised of Seventh-day Adventists in regular standing, at least 50 percent of whom shall be laypersons, pastors, teachers, and non-administrative employees, of both genders, and representing a range of age groups and nationalities. The majority of the above 50 percent shall be laypersons. Delegate selections from General Conference and division institutions, and those selected under Sec. 8.d. above, shall not be required to satisfy the quota for laity.

Sec. 10. Credentials to Sessions shall be issued by the General Conference to those appointed in harmony with the provisions of this article.

Sec. 11. Calculations for all delegate allotments, as provided for in this article, shall be based upon:

a. The membership as of December 31 of the second year preceding the General Conference Session.

b. The number of denominational entities eligible for inclusion in determining quotas and which are in existence as of December 31 of the second year preceding the General Conference Session.

ARTICLE VI—ELECTION

Sec. 1. The following shall be elected at each regular Session of the General Conference:

a. A president, vice presidents, a secretary, an undersecretary, associate secretaries, division secretaries, a treasurer/ chief financial officer, an undertreasurer, associate treasurers, division treasurers/ chief financial officers, general field secretaries, a director and associate directors of the General Conference Auditing Service, and a director/secretary and associate director/secretary (directors/secretaries) of each duly organized General Conference department and association as specified in Article X, Sec. 1. of the General Conference Bylaws.

b. A General Conference Auditing Service Board as provided for in the General Conference Bylaws, Article VIII, Sec. 2.-a.

Sec. 2. The following shall be approved by vote of the Executive Committee at a subsequent meeting, following recommendations from the divisions:

Other persons to serve as members of the Executive Committee as provided for in Article VIII, Sec. 1. b.

ARTICLE VII—APPOINTMENT

The following shall be appointed at the first Annual Council of the Executive Committee following a regular Session: a director of Office of Archives, Statistics and Research, a director and associate directors of the Biblical Research Institute, a director and research scientists of the Geoscience Research Institute, editors and associate editors for the principal denominational journals prepared at the General Conference, and any other non-departmental positions which have been established and filled by General Conference Executive Committee appointment. This Annual Council shall also appoint the membership of standing committees and various operating boards which have been established and filled by General Conference Executive Committee appointment.

ARTICLE VIII—GENERAL CONFERENCE EXECUTIVE COMMITTEE

Sec. 1. The Executive Committee of the General Conference shall consist of:

a. *Ex officio members*—1) Those elected as provided for in Article VI, Sec. 1. except the director and associate directors of the General Conference Auditing Service and the associate directors/ secretaries of General Conference departments and associations.

2) Presidents of unions, past presidents of the General Conference holding credentials from the General Conference, the president-executive director of Adventist Development and Relief Agency International, the president of Adventist International Institute of Advanced Studies, the editor of *Adventist Review* and *Adventist World*, the editor of *Adult Sabbath School Bible Study Guide*, the president of Adventist Risk Management Incorporated, the president of Adventist University of Africa, the president-executive director of Adventist World Radio, the president of Andrews University, the director of Archives, Statistics, and Research, the director of Biblical Research Institute, the president of Christian Record Services Incorporated, the president and the board chair of Ellen G White Estate, the president of Hope Channel, the director of Geoscience Research Institute, the president of Griggs University and International Academy, the president of Loma Linda University Adventist Health Sciences Center, the editor of *Ministry*, the president of Oakwood University, the president of Pacific Press Publishing Association, and the president of Review and Herald Publishing Association.

b. Elected Members—1) Three laypersons and one church pastor from each division without regard to membership size up to 500,000 members. One additional church pastor or other frontline denominational employee for each additional 500,000 members or major portion thereof. The above laypersons, pastors, and other denominational employees shall be selected by each division executive committee from individuals recommended by the union executive committees and shall be Seventh- day Adventists in regular standing.

2) No fewer than fifteen and no more than twenty additional members selected by the General Conference Executive Committee from denominational retirees and current employees, including pastors, teachers, and other frontline employees.

3) No fewer than fifteen and no more than twenty members selected by the General Conference Executive Committee from laity including young adults.

ARTICLE IX—OFFICERS AND THEIR DUTIES

Sec. 1. The officers of the General Conference shall be a president, vice presidents, a secretary, an undersecretary, associate secretaries, a treasurer/ chief financial officer, an undertreasurer, and associate treasurers. It is the duty of these officers, in consultation with one another, to carry forward the work according to plans and programs voted by the General Conference in Session and according to plans and policies agreed upon by the Executive Committee.

Sec. 2. Executive Officers: The president, secretary, and treasurer/ chief financial officer are the executive officers, and shall carry forward the work in consultation with one another.

Sec. 3. President: The president is the first officer of the General Conference, and shall report to the Executive Committee in consultation with the secretary and the treasurer/ chief financial officer. He or his designee shall preside at the Sessions of the General Conference, act as chair of the Executive Committee, serve in the general interests of the General Conference as the Executive Committee shall determine, and perform such other duties as usually pertain to such office. The General Conference President shall be an ordained minister of experience.

Sec. 4. Vice Presidents: Each vice president shall assist the president in the general administrative work of the General Conference or preside over a division territory.

Sec. 5. Secretary, undersecretary, and associate secretaries: The secretary, in the performance of the executive responsibilities, shall report to the Executive Committee after consultation with the president. The secretary shall be responsible for keeping the minutes of the proceedings of the General Conference Sessions and meetings of the Executive Committee, for maintaining correspondence with church organizations, and for the performance of such other duties as usually pertain to such office. The undersecretary and associate secretaries shall assist the secretary in this work.

Sec. 6. Treasurer/ chief financial officer, undertreasurer, and associate treasurers: The treasurer/ chief financial officer, in the performance of the executive responsibilities, shall report to the Executive Committee after consultation with the president. The treasurer/ chief financial officer shall be responsible for providing financial leadership to the General Conference which will include, but not be limited to, receiving, safeguarding, and disbursing all funds in harmony with the actions of the Executive Committee, for providing financial information to the president and to the Executive Committee, and for the performance of such other duties as usually pertain to such office. The undertreasurer and associate treasurers shall assist the treasurer/ chief financial officer in this work.

ARTICLE X—TERM OF OFFICE

Sec. 1. All officers of the General Conference and those whose election is provided for in Article VI, Sec 1. shall hold office from the time they are elected and, except for resignation or other termination, shall serve until their reelection, or until their replacement is elected. A person who is not reelected during a session does not thereby lose delegate status at the session. Unless other arrangements are made in consultation with administration, such individuals will be expected to fulfill during the session itself any session-related responsibilities which have been assigned to them. In situations where official responsibilities cannot be immediately transferred to a newly elected individual, the officer whose term has expired may be requested by the newly elected officer, and approved by the General Conference Administrative Committee, to carry limited responsibilities, for a defined period of time until transition arrangements have been completed. Their term of office, unless government requirements dictate otherwise, is not subject to division retirement policies, which may determine specific ages for mandatory retirements.

Sec. 2. Members of the General Conference Executive Committee provided for in Article VIII, Sec. 1. a. 2) shall serve for the period of time they hold the office that entitled them to membership on the General Conference Executive Committee.

Sec. 3. Members of the General Conference Executive Committee provided for in Article VIII, Sec. 1. b. shall serve, except for resignation or other termination, from the time of their selection until their replacements are selected by a division executive committee.

Sec. 4. Those persons who, by virtue of holding elected position, have been members of the General Conference Executive Committee at the beginning of the current session but who have not been reelected shall be entitled to voice and vote at any General Conference Executive Committee convened during the session.

Sec. 5. All those who are appointed to serve the General Conference as provided for in Article VII, or who are appointed by the General Conference Executive Committee during the quinquennium, shall serve from the time they take up their duties and, except for resignation or other termination, shall continue until their reelection/reappointment or the election/appointment of their replacement at the first Annual Council following the next regular session or until the position is terminated by action of the General Conference Executive Committee.

Sec. 6. Service as outlined in Sec. 1. to Sec. 5. above may be terminated as provided for in General Conference Bylaws, Article XIII, Sec. 1.

ARTICLE XI—CORPORATIONS

Sec. 1. The establishment of corporations to serve the General Conference shall be authorized by the General Conference Executive Committee.

Sec. 2. The General Conference Corporation of Seventh-day Adventists is a legal entity formed to serve the General Conference in carrying out its purposes.

Sec. 3. At each regular General Conference Session, the delegates shall elect the directors of the General Conference Corporation.

ARTICLE XII—BYLAWS

At any regular or special session of the General Conference, the delegates may enact, amend, or repeal Bylaws by a two-thirds majority vote of the delegates present and voting. Such actions may embrace any provision not inconsistent with the Constitution.

ARTICLE XIII—DISSOLUTION

In the event of the dissolution of the General Conference, any funds or assets remaining after all claims have been satisfied shall be transferred to a Seventh-day Adventist tax-exempt religious entity recommended by the General Conference Executive Committee. The dissolution process shall be in harmony with the requirements of all applicable federal and state laws.

ARTICLE XIV—AMENDMENTS

This Constitution or its Bylaws may be amended by a two thirds vote of the delegates present and voting at any Session provided that, if it is proposed to amend the Constitution at a special Session of the General Conference, notice of such purpose shall be given in the call for that special Session.

**BYLAWS OF THE
GENERAL CONFERENCE
OF SEVENTH-DAY ADVENTISTS**

ARTICLE I—TERRITORIAL ADMINISTRATION

Sec. 1. The General Conference of Seventh-day Adventists, hereinafter referred to as the General Conference, normally shall conduct its worldwide work through its divisions, each division to operate within a specified territory in harmony with General Conference policies.

Sec. 2. The duly organized divisions are: East-Central Africa Division, Euro-Africa Division, Euro-Asia Division, Inter-American Division, North American Division, Northern Asia-Pacific Division, South American Division, South Pacific Division, Southern Africa-Indian Ocean Division, Southern Asia Division, Southern Asia-Pacific Division, Trans-European Division, and West-Central Africa Division. The boundaries of these divisions shall be subject to adjustment only at Sessions of the General Conference or at Annual Councils of the Executive Committee.

Sec. 3. If a territorial adjustment is made at an Annual Council, it shall be made only provided each division and other territory affected is represented at the council by at least one of its officers, or in the case of an unorganized territory, by a senior church leader from that territory. An exception to the requirement of such representation shall be made in a condition of emergency. In such a case, the Executive Committee shall make whatever adjustments are necessary for the conduct of the work in the territories affected.

Sec. 4. Administrations of all organizations and institutions within a division's territory shall be responsible to their respective executive committees/boards and operate in harmony with division and General Conference Executive Committee actions and policies. General Conference institutions and fields without divisional affiliation shall operate in harmony with the General Conference Executive Committee and its policies.

ARTICLE II—SESSION COMMITTEES

Sec. 1. At each regular Session of the General Conference, such committees as may be found necessary, including the following, shall be elected for the duration of the Session to consider items of business that may be referred to them and to bring in their reports and recommendations to the Session:

- a. Session *Church Manual* Committee
- b. Session Constitution and Bylaws Committee
- c. Session Nominating Committee

d. Session Steering Committee

Sec. 2. *Church Manual* Committee: The chair of the *Church Manual* Committee shall be an officer of the General Conference.

Sec. 3. Constitution and Bylaws Committee: The chair of the Constitution and Bylaws Committee shall be an officer of the General Conference.

Sec. 4. Nominating Committee: a. The membership of the Nominating Committee shall consist of the following:

1) Each division and each attached union shall be entitled to select for membership on the Nominating Committee ten percent of its delegation to the Session, after excluding any delegates at large employed by the General Conference or its institutions.

2) Delegates at large who are excluded under 1) above shall be entitled to representation on the Nominating Committee equal to eight percent of their total number.

b. The members of the Nominating Committee shall be chosen as follows:

1) Each division delegation and each attached union delegation shall act as a unit in selecting members to which it is entitled. Excluded from this process shall be any delegates at large employed by the General Conference or its institutions.

2) The delegates at large employed by the General Conference or its institutions shall act as a unit in selecting members to which they are entitled.

3) The election of the above representatives on the Nominating Committee shall be by the method of voting considered by each delegation to be most convenient and efficient, taking into consideration the size of the delegation and other circumstances.

c. Each group (named in Sec. 4. b. 1) and 2) above) shall select its representatives on the Nominating Committee to represent, as far as possible, the various geographical areas, organizational segments, and types of activity of the territory.

d. Those chosen as members of the Nominating Committee must be duly accredited delegates in attendance at the General Conference Session.

e. Delegates holding elected positions under the provisions of Article VI, Sec. 1. of the Constitution shall not be members of the Nominating Committee.

f. No delegate shall nominate more than one person for election to the Nominating Committee.

g. The Nominating Committee shall elect its own chair and secretary under the temporary chair of the president of the General Conference whose term is expiring.

h. The Nominating Committee shall limit its nominations to those positions for which budgetary provision has been made.

i. In order to expedite the work of the Nominating Committee, the representatives from each division shall be allowed a reasonable amount of time to meet and consider the personnel needs of their respective divisions and to make recommendations to the full Nominating Committee. Decisions of these groups shall not be binding on the Nominating Committee as a whole, but shall be submitted as recommendations which will be considered.

Sec. 5. Steering Committee: The Steering Committee shall be chaired by the General Conference President or his designee. Membership of the Steering Committee shall be recommended to the Session by the General Conference Executive Committee. The Steering Committee shall meet as necessary to:

- a. Manage and monitor progress of the Session and its programs,
- b. Determine and amend, if necessary, the sequencing of the Session's business agenda,
- c. Serve as the referral point for any new business item not related to the approved Session agenda or any business item that the Session wishes to refer for further study, other than items that rightfully pertain to standing Session committees,
- d. Report to the Session, as needed, regarding the processing of proposals that have been referred for its consideration.

ARTICLE III—GENERAL CONFERENCE VICE PRESIDENTS AND DIVISION VICE PRESIDENTS

Sec. 1. General vice presidents of the General Conference shall be elected to assist the president with the general administrative work of the General Conference. In addition a vice president shall be elected to serve as president of each division of the General Conference.

Sec. 2. A general vice president of the General Conference shall, in the absence of or at the discretion of the president, chair meetings of the Executive Committee.

Sec. 3. The role of the general vice presidents of the General Conference, in relationship to the divisions, is as follows:

- a. To serve as liaisons between the General Conference president and the divisions.
- b. To serve as administrative resource counselors.
- c. To strengthen the bond of the world Church.

Sec. 4. The vice presidents of the General Conference elected for the divisions shall serve as chairs of the division executive committees operating in their respective territories; shall have oversight of the work in those territories under the direction of the division executive committees; and shall be designated within their

respective division territories as presidents of the divisions over which they preside.

Sec. 5. Vice presidents of the divisions may be appointed by the division executive committees, as necessary, to assist the division presidents in their administrative responsibilities.

**ARTICLE IV—GENERAL CONFERENCE
UNDERSECRETARY AND ASSOCIATE SECRETARIES**

Sec. 1. An undersecretary and associate secretaries shall be elected to share with the secretary the responsibilities of the office. They shall perform such duties connected with the General Conference Secretariat as may be assigned to them by the secretary or by the General Conference Executive Committee.

Sec. 2. The secretary of the North American Division, by virtue of election to that responsibility, shall also be an associate secretary of the General Conference.

Sec. 3. The role of the General Conference undersecretary and associate secretaries, in relationship to the divisions, includes the following:

- a. To serve as liaisons with division secretaries as assigned by the General Conference secretary.
- b. To facilitate the processing of calls for interdivision employees.
- c. To recruit interdivision employees to fill the needs of the divisions.
- d. To assist the divisions with personnel and policy matters.

**ARTICLE V—UNDERTREASURER AND
ASSOCIATE TREASURERS**

Sec. 1. An undertreasurer and associate treasurers shall be elected to share with the treasurer/ chief financial officer the work of the office. They shall perform such duties connected with the General Conference Treasury as may be assigned to them by the treasurer/ chief financial officer or by the General Conference Executive Committee. They may be authorized by the General Conference Administrative Committee to sign checks under the instruction of the treasurer/ chief financial officer.

Sec. 2. The treasurer/ chief financial officer of the North American Division, by virtue of election to that responsibility, shall also be an associate treasurer of the General Conference.

Sec. 3. The role of the General Conference undertreasurer and associate treasurers, in relationship with the divisions, includes the following:

- a. To provide financial counsel, information, and analysis.

- b. To assist in conducting financial surveys as requested.
- c. To respond to special requests submitted by the division treasurers/ chief financial officers.
- d. To invest the assets of the divisions as requested by the divisions.
- e. To assist in international banking arrangements.

ARTICLE VI—DIVISION SECRETARIES

Sec. 1. A secretary shall be elected for each division to be designated “division secretary.”

Sec. 2. Each division secretary shall work according to plans and programs voted by the General Conference in Session and according to plans and policies agreed upon by the division executive committee. The division secretary shall serve as vice-chair of the executive committee, and shall report to the executive committee after consultation with the president. It shall be the duty of the division secretary to keep the minutes of the division executive committee meetings, to collect information and make such reports as may be required, and to do such other work as usually pertains to this office.

Sec. 3. Division executive committees may appoint associate and assistant secretaries as may be required to carry on the work.

ARTICLE VII—DIVISION TREASURERS/CHIEF FINANCIAL OFFICERS

Sec. 1. A treasurer/ chief financial officer shall be elected for each division to be designated “division treasurer/ chief financial officer.”

Sec. 2. Each division treasurer/ chief financial officer shall work according to plans and programs voted by the General Conference in Session and according to plans and policies agreed upon by the division executive committee and shall report to the executive committee after consultation with the president. The division treasurer/ chief financial officer shall be responsible for providing financial leadership to the division which will include, but shall not be limited to, receiving, safeguarding, and disbursing all funds in harmony with the actions of the division executive committee, for remitting all required funds to the General Conference in harmony with General Conference policy, and for providing financial information to the president and to the executive committee. The division treasurer/ chief financial officer shall also be responsible for furnishing copies of the financial statements to the General Conference officers.

Sec. 3. Division executive committees may appoint an undertreasurer, associate treasurers, and assistant treasurers as may be required to carry on the work.

ARTICLE VIII—AUDITING SERVICE AND AUDITS

Sec. 1. At each regular General Conference Session, the General Conference shall elect a director of the General Conference Auditing Service, whose duties shall be to:

a. Administer the conduct of audits that the General Conference Auditing Service performs for organizations of the Church throughout the world.

b. Monitor the overall audit program throughout the denomination.

c. Recommend to the General Conference Administrative Committee or division executive committee standards and/or guidelines for use by divisions in the endorsement of external auditors that may be engaged within the division territory, and

d. Report to the General Conference President, through the General Conference Auditing Service Board, on the overall audit program in the Church and the trends/issues that appear in the global picture of financial and policy administration.

Associate directors shall also be elected at each regular General Conference Session. The director and associate directors shall be recommended by the General Conference Auditing Service Board to the Session Nominating Committee after consultation with the administrations of the respective divisions.

References to service directors and associate service directors elsewhere in these Bylaws shall not apply to the director and associate directors of the General Conference Auditing Service, except as provided for in Article XIII, Sec. 1.c.

Sec. 2. a. At each regular General Conference Session, the General Conference shall elect a General Conference Auditing Service Board which shall be constituted as follows: General Conference president, a General Conference vice president as subsequently assigned by the president, General Conference secretary, General Conference treasurer/ chief financial officer, director of the General Conference Auditing Service, and one member from each division who is not employed denominationally, chosen from among qualified Seventh-day Adventist auditors and/or other knowledgeable professionals in related fields. The chair of the Board shall be a layperson selected by the Board from among its members. The vice chair shall be the vice president of the General Conference who serves as a member of the

Board. The secretary of the Board shall be the director of the General Conference Auditing Service.

b. A quorum of the General Conference Auditing Service Board shall be 50 percent plus one, the majority of whom shall be nondenominationally employed members.

Sec. 3. The General Conference Auditing Service, ever sensitive to the country-specific regulations governing the audits of denominational entities in a particular country, serves as the denomination's preferred provider of auditing services for world divisions; union conferences; union missions; conferences; missions; unions of churches; affiliated services, organizations, and institutions of the General Conference and every other administrative level; Adventist Development and Relief Agency country and regional administrations and projects (not audited by external auditors); and special funds. Exceptions to the above requirements shall be by specific action of the Executive Committee.

ARTICLE IX—GENERAL AND DIVISION FIELD SECRETARIES

Sec. 1. The term “general field secretary” shall be used to designate general field leaders elected to assist the officers in carrying the field responsibilities of the General Conference.

Sec. 2. The general field secretaries shall work under the direction of the General Conference Executive Committee and the president, and be assigned either to field service or to special projects or responsibilities that are approved by the General Conference Executive Committee.

Sec. 3. The term “division field secretary” shall be used to designate field leaders appointed by divisions. They may be appointed as necessary to serve in the divisions under the direction of the president and their respective division executive committees.

ARTICLE X—DEPARTMENTS AND ASSOCIATIONS— DIRECTORS/SECRETARIES, ASSOCIATES, AND ASSISTANTS

Sec. 1. Departmental and association directors/secretaries and associate directors/secretaries shall be elected by the General Conference Session and assistants shall be appointed as determined by the General Conference Executive Committee to serve the world Church through the Ministerial Association and the following departments: Adventist Chaplaincy Ministries, Children's Ministries, Communication, Education, Family Ministries, Health Ministries, Public Affairs and Religious Liberty, Publishing Ministries,

Sabbath School and Personal Ministries, Stewardship Ministries, Planned Giving and Trust Services, Women's Ministries, and Youth Ministries.

Should changes to the departmental structure of the General Conference be deemed necessary, such changes may be approved and implemented by action of the General Conference Executive Committee in Annual Council and continued, subject to ratification at the next General Conference Session. When additions or changes to department or association structures are implemented at times other than in connection with a General Conference Session, the General Conference Executive Committee at an Annual Council shall also address the staffing needs involved until the next General Conference Session.

Sec. 2. The departmental, association, agency, and service directors/secretaries shall work under the direction of the president and the General Conference Executive Committee. Departmental, association, agency, and service personnel shall function in an advisory capacity to the field.

Sec. 3. The term "associate director/secretary" shall be used to designate those persons who may be elected to associate with the director/secretary of any General Conference department, association, agency, or service in carrying the responsibilities of the office. Such persons, who shall work under the direction of their respective departmental, association, agency, or service directors/secretaries, shall have the requisite experience, background, and expertise to facilitate their work in carrying out the functions assigned to them not only at the General Conference headquarters but also throughout the world field. Certain specialized activities may be largely accomplished without extensive field activity.

Sec. 4. The term "assistant director/secretary" shall be used to designate those persons who are appointed as determined by the General Conference Executive Committee to assist the director/secretary and associates in any department, association, agency, or service in carrying out the work of the General Conference, usually in one or more special procedures or functions. Such persons, who shall work under the direction of their respective departmental, association, agency, or service directors/secretaries, shall fulfill these special assignments largely in the office and serve to expedite the work of the departmental, association, agency, or service staff. Field appointments for assistants shall be of a very limited nature.

Sec. 5. Departmental and association directors/secretaries, associates, and assistants shall assist the executive officers of the General Conference in their leadership and nurture of the Church, by promoting the plans and programs of the Church as approved by the General Conference Executive Committee, and by facilitating the involvement of the membership in the mission of the Church. This will be accomplished through the production of resources and through promotion, consultation, coordination, and leadership development.

Departmental plans and programs shall be developed and coordinated by the departments under the direction of an administrative officer, be processed through administration, and receive General Conference Executive Committee approval, whenever deemed advisable, before implementation and promotion in the field.

**ARTICLE XI—DIVISION DEPARTMENTS—
DIRECTORS/SECRETARIES,
ASSOCIATES, AND ASSISTANTS**

Divisions shall appoint departmental, association, agency, and service directors/secretaries who shall serve under the direction of their respective division presidents and executive committees. They shall also appoint associate and assistant directors/secretaries as may be needed to serve in special capacities under the direction of their respective directors/ secretaries.

These appointments shall normally be made at the time of the regular General Conference Session, but in no event later than December 31 in the year of the regular General Conference Session.

**ARTICLE XII—DIRECTOR OF OFFICE OF ARCHIVES,
STATISTICS AND RESEARCH**

At the first Annual Council of the General Conference Executive Committee following a regular session, the General Conference shall appoint a director of Office of Archives, Statistics, and Research whose duties shall be to administer the General Conference Office of Archives, Statistics, and Research and to compile and report the statistics of the world work, and who shall serve under the direction of the General Conference secretary and the General Conference Executive Committee.

ARTICLE XIII—EXECUTIVE COMMITTEE

Sec. 1. a. During the intervals between Sessions of the General Conference, the Executive Committee is delegated the authority to act on behalf of the General Conference in Session. The membership of the Executive Committee includes representatives of all the divisions of the world field and the presidents of all union conferences and union missions, and therefore speaks for the world Church. Major items affecting the world Church are considered at the Annual Council meetings of the Executive Committee, when all the members of the Committee are invited to be present. The authority, therefore, of the Executive Committee is the authority of the world Church.

b. The General Conference Executive Committee shall also have power to grant or withdraw credentials or licenses, to appoint committees, such as an administrative committee, with their terms of reference, to review, change, and create working policies, to approve strategic plans and programs for the world Church, to employ personnel that may be necessary to execute its work effectively, and to take all necessary actions not otherwise reserved for the General Conference in Session to assure the continuous effective operation of the world Church to fulfill its mission.

c. The General Conference Executive Committee shall have power to elect or remove, for cause, officers, directors, and associate directors of departments/ associations/services and committee members, and to fill for the current term any vacancies that may occur in its offices, boards, committees, or agents due to death, resignation, or other reasons. The phrase “for cause,” when used in connection with removal from an elected or appointed position, shall include but not be limited to 1) incompetence; 2) persistent failure to cooperate with duly constituted authority in substantive matters and with relevant employment and denominational policies; and 3) actions which may be the subject of discipline under the *Church Manual* or 4) failure to maintain regular standing as a member of the Seventh-day Adventist Church.

d. The General Conference Executive Committee shall have power to effect the retirement, before the expiration of the term for which they have been elected, of persons elected under Article VI, Sec. 1 of the Constitution who may develop a health condition that prevents them from properly discharging their duties.

e. The removal from office by the General Conference Executive Committee of any person elected under Article VI, Sec. 1. of the Constitution or its withdrawal of credentials or licenses shall be by a two thirds vote of the members present and voting at any regular meeting.

f. The General Conference Executive Committee shall have the power to remove, for cause, members from the Executive Committee or any committee for which it is responsible by a two thirds vote of the members present and voting at any regular meeting.

Sec. 2. a. A meeting of the General Conference Executive Committee, known as the Annual Council, shall be held annually for the purpose of considering budget requests and making appropriations, for the transaction of other business, and the adoption of policies that may be necessary in the operation of the worldwide work.

b. A meeting of the General Conference Executive Committee, known as the Spring Meeting, shall be held annually for the purpose of receiving the audited financial reports of the General Conference and for

transacting regular Executive Committee business as provided for in the General Conference *Working Policy* relating to Spring Meetings.

Sec. 3. A majority of the full membership of the General Conference Executive Committee, including the president or a general vice president, is empowered to transact denominational business of any nature at any time and place. All meetings require notice to members as per Sec. 8. below.

Sec. 4. Any fifteen members of the Executive Committee, including an officer of the General Conference, shall, after due notice to available members, constitute a quorum of the Executive Committee for the disposition of routine items, and shall be empowered to transact business that is in harmony with the general plans outlined by the Executive Committee at the designated place of meeting of the Executive Committee as hereinafter provided. A quorum of forty members is required for the disposition of nonroutine items such as major financial decisions, the dismissal of elected and appointed employees, and the election of presidents of divisions and of general vice presidents. All meetings require notice to members as per Sec. 8. below.

Sec. 5. All meetings of the General Conference Executive Committee shall be held at the General Conference headquarters, or at another place that may be voted by the Executive Committee. Members may participate in meetings by means of a telephone conference or similar communications by which all persons participating can hear each other at the same time, and participation by such means shall constitute presence in person at such a meeting. All meetings require notice to members as per Sec. 8. below.

Sec. 6. Meetings of the General Conference Executive Committee may be called at any time by the ranking officer of the General Conference who may be present at headquarters, and this officer, or any member of the Executive Committee appointed, in harmony with Bylaws, Article III, Sec. 2., shall act as chair of the meeting.

Sec. 7. Local conference/mission/field presidents shall be invited to attend Annual Council meetings of the General Conference Executive Committee when it is held within the territory of their division. Unless an executive session, which consists of members only, is called, such invitees shall be extended the privilege of participation in all discussions of the meeting, but without vote.

Sec. 8. Notice as to time, place, and any other requirements under these Bylaws of all General Conference Executive Committee meetings shall be provided to all members in a reasonable manner at least three (3) days prior to the meeting if the meeting is to take place by telephone conference or similar communications, or at least fourteen (14) days if it is to take place in person, unless the meeting is held during a General Conference Session. These notice requirements are waived in the case of a General Conference Executive Committee meeting convened during a General Conference Session since all General Conference Executive Committee members are expected to be in attendance at the Session.

ARTICLE XIV—DIVISION EXECUTIVE COMMITTEES

Sec. 1. In each division, a division executive committee shall be constituted, as hereinafter provided, for the transaction of business pertaining to the division. The division executive committee functions on behalf of the General Conference Executive Committee in the division, and its authority shall be recognized by union and local organizations in matters of division administration and counsel. A division may establish for the use, benefit, and purpose of the church in countries of that division various legal entities and may entrust to these or to other entities previously established full responsibility for property, governance or other functions provided such responsibility is exercised in harmony with denominational policies and values.

Sec. 2. The ex-officio members of a division executive committee shall be the division president, the division secretary, the division /chief financial officer, other division officers, the division vice presidents, and the division field secretaries; the heads of division institutions; the presidents of union conferences; the presidents of union missions; the presidents of unions of churches; the presidents of attached conferences/missions/fields; the directors of division departments, associations and services; and any members of the General Conference Executive Committee present. Other division executive committee members shall be appointed according to the policies of the division. Appointed members shall include representation from denominational employees and from church members in regular standing who are not denominationally employed. Denominational employee representation shall include some pastors and institutional personnel.

Sec. 3. The actions taken by division executive committees pertaining to the administration of affairs in division territories shall be considered final, provided they are in harmony with the plans and policy of the General Conference as set forth in the Constitution and Bylaws and with the General Conference Executive Committee actions.

Sec. 4. Five members of a division executive committee, including the chair, shall constitute a quorum for the transaction of routine business. When the chair is unable to be present, the secretary may convene such a meeting at division headquarters and shall serve as chair. Minority meetings of fewer than five members of the division executive committee may be held for the transaction of necessary routine business, but actions taken at such meetings shall not be final until the minutes of such meetings have been approved in a meeting with a quorum present. A quorum of ten members or 25 percent of the committee membership, whichever is greater, is required for the disposition of nonroutine items such as major financial decisions, the dismissal of elected

and appointed employees, and the appointment of union mission officers. To the extent permitted by applicable law, division executive committee members may participate in meetings by means of a telephone conference or similar communications by which all persons participating can hear each other at the same time, and participation by such means shall constitute presence in person at such a meeting.

Sec. 5. Notice as to time, place, and other requirements under these Bylaws of all division executive committee meetings shall be provided to all members in a reasonable manner appropriate for the jurisdiction.

ARTICLE XV—AUDIT OF THE GENERAL CONFERENCE

The General Conference Executive Committee shall have an audit of the financial statements of the General Conference and of the General Conference Corporation conducted by an external auditor at least once each calendar year. The external auditor shall also conduct an annual policy compliance test of these organizations, and shall report annually the results of the financial audit and policy compliance test to the General Conference Executive Committee and to the General Conference at its regular sessions.

ARTICLE XVI—REMUNERATION AND EXPENSES

Sec. 1. The General Conference Executive Committee shall appoint annually a minimum of eight persons not in its employ who, with officers of the General Conference and not less than seven presidents of unions, shall constitute a committee to review the remuneration, related allowances, and expenses of employees.

Sec. 2. The General Conference Executive Committee shall have power to make necessary adjustments from time to time in the remuneration of employees.

ARTICLE XVII—FUNDS

Sec. 1. The funds of the General Conference shall be as follows:

a. A percentage of the tithe receipts of the local conference/mission/field shall be forwarded through the union and division in accordance with the General Conference *Working Policy*.

b. A percentage of the tithe receipts of the union of churches shall be forwarded to the division in accordance with the General Conference *Working Policy*.

c. Regular mission offerings.

d. Special gifts. Proceeds from the maturities of planned giving designated for the General Conference.

ARTICLE XVIII—DIVISION RETIREMENT PLANS

Sec. 1. Divisions shall adopt a plan for the support of retired and/or disabled employees and for dependent spouses and dependents of such employees in harmony with the principles set forth in the General Conference *Working Policy*.

Sec. 2. Such plans shall be funded by contributions from participating organizations as agreed upon by the respective division executive committees.

ARTICLE XIX—APPROPRIATIONS

Sec. 1. The General Conference Executive Committee shall make its appropriations to the world field at Annual Councils. These appropriations are to be based on budget requests from the fields.

Sec. 2. Appropriations shall be made subject to the receipt of the full amount of funds estimated in the General Conference budget. In case of a shortage, the distribution shall usually be on a pro rata basis to all the interests represented in the budget.

Sec. 3. Appropriations for major projects shall be held in trust for the purpose for which the appropriation was designated. In case the project is abandoned, the funds shall revert to the General Conference. Other funds appropriated to divisions shall be administered by the respective division executive committees.

Sec. 4. All funds raised in divisions, except the regular funds belonging to the General Conference as indicated under Article XVII, shall be used for the advancement of the work for which they were raised and are to be administered by the respective church entity in harmony with denominational policy.

Sec. 5. To the extent permitted by law, General Conference funds in all the world shall be made available to meet the annual appropriations of the General Conference.

ARTICLE XX—FINANCE

Sec. 1. To provide a working fund for regular operations and to protect against a possible financial emergency or depression, the General Conference shall maintain an amount of working capital as defined and specified in the *Working Policy*.

Sec. 2. The General Conference Executive Committee, acting through its legal agency, the General Conference Corporation, shall have power to make annuity contracts; but all moneys obtained in this way shall be invested in

securities and not be made available for appropriations until the annuity contracts have matured.

Sec. 3. The tithes and mission offerings received by the General Conference shall be appropriated for the work of the Seventh day Adventist denomination. It shall not be within the prerogative, therefore, of the Executive Committee, the Treasury, nor of any agent or agency of the denomination to lend these funds to private individuals, to endorse notes, sign bonds or other securities or in any other way to divert the funds of the General Conference from their intended purpose.

Sec. 4. The basis for computing goals and per capita funds shall be the membership on June 30 of the preceding year as officially recorded by the General Conference Office of Archives, Statistics, and Research.

ARTICLE XXI—INDEMNIFICATION

Sec. 1. To the extent permitted by law, the General Conference shall indemnify any person who was or is a party or is threatened to be made a party to any threatened, pending, or completed action, suit, or proceeding, whether civil, criminal, administrative, or investigative, because he/she is or was a member of the General Conference Executive Committee, a delegate to a General Conference Session, or an officer, employee, or agent of the General Conference against expenses (including attorneys' fees), judgments, fines, and amounts paid in settlement actually and reasonably incurred by him/her in connection with such action, suit, or proceeding if he/she acted in good faith and in a manner he/she reasonably believed to be in or not opposed to the best interests of the General Conference, and, with respect to any criminal action or proceeding, had no reasonable cause to believe his/her conduct was unlawful.

Sec. 2. This right of indemnification shall be in addition to, and not exclusive of, all other rights to which such person may be entitled.

**MISSION STATEMENT
OF THE SEVENTH-DAY
ADVENTIST CHURCH**

**A 05 Mission Statement of the Seventh-day
Adventist Church**

A 05 05 Our Mission—The mission of the Seventh-day Adventist Church is to make disciples of all people, communicating the everlasting gospel in the context of the three angels' messages of Revelation 14:6-12, leading them to accept Jesus as personal Saviour and unite with His remnant Church, disciplining them to serve Him as Lord, and preparing them for His soon return.

A 05 10 Our Method—We pursue this mission under the guidance and through the empowerment of the Holy Spirit through:

1. *Preaching*—Accepting Christ's commission (Matthew 28:18-20), we proclaim to all the world in these last days the everlasting gospel of God's love, most fully revealed in His Son's life, ministry, atoning death, resurrection, and high priestly ministry. Recognizing the Bible to be God's infallible revelation of His will, we present its full message, including the second advent of Christ and the continuing authority of His Ten Commandment law with its reminder of the seventh-day Sabbath.

2. *Teaching*—Acknowledging that development of mind and character is essential to God's redemptive plan, we promote the growth of a mature understanding of and relationship to God, His Word, and the created universe.

3. *Healing*—Affirming the biblical principles of the well-being of the whole person, we make the preservation of health and the healing of the sick a priority and through our ministry to the poor and oppressed, cooperate with the Creator in His compassionate work of restoration.

4. *Discipling*—Affirming the continued spiritual growth and development of all members, we nurture the newly converted, instruct them in righteous living, train them for effective witness, and encourage their responsive obedience to God's will.

A 05 15 Our Vision—In harmony with the great prophecies of the Scriptures, we see as the climax of God's plan the restoration of all His creation to full harmony with His perfect will and righteousness.

**VALUES STATEMENT
OF THE SEVENTH-DAY
ADVENTIST CHURCH**

**A 10 Values Statement of the Seventh-day
Adventist Church**

A 10 05 Our Values—Seventh-day Adventist values are rooted in the revelation of God provided through the Bible and the life of Jesus Christ. Our sense of identity and calling grows from an understanding of Bible prophecies, especially those concerning the time immediately preceding the return of Jesus. Consequently all of life becomes a growing experience and demonstration of involvement with God and His kingdom.

Our sense of mission is driven by the realization that every person, regardless of circumstances, is of infinite value to God and thus deserving of respect and dignity. Through God’s grace every person is gifted for and needed in the diverse activities of the Church family.

Our respect for diversity, individuality, and freedom is balanced by regard for community. We are one—a worldwide family of faith engaged in representing the reign of God in our world through ethical conduct, mutual regard, and loving service. Our faithfulness to God involves commitment to and support of His body, the Church.

**TOTAL COMMITMENT TO GOD—
A DECLARATION OF SPIRITUAL
ACCOUNTABILITY IN THE
FAMILY OF FAITH**

Every member and every organization of the Seventh-day Adventist Church is compelled, under Divine unction, to find the most effective ways to fulfill the mission of the Church, as outlined in the *Mission Statement of the Seventh-day Adventist Church*. This declaration of *Total Commitment to God* details in practical terms what Total Commitment involves for individuals and organizations of the Church. It provides a process of orientation to the mission of the Church.

Its placement between the *Mission Statement of the Seventh-day Adventist Church* and the *Working Policy* section of this book positions it to serve as a bridge, reminding the Church of its purpose in the world, and maintaining a clear direction for the Church as it applies and administers the many directives found within the *Working Policy*.

**A 15 Total Commitment to God—A Declaration
of Spiritual Accountability in the
Family of Faith**

A 15 05 The Divine Mandate—The history of the Seventh-day Adventist Church is filled with examples of individuals and institutions who have been, and are, vibrant witnesses to their faith. Because of their passionate commitment to their Lord and appreciation of His unbounded love, they all have the same goal: to share the Good News with others. One key Bible text has motivated them. It is a text that fires the souls of Seventh-day Adventists everywhere. It is called the Gospel Commission, the mandate from the Lord Himself: “Go ye therefore, and teach all nations, baptizing them in the name of the Father, and of the Son, and of the Holy Ghost” (Matt 28:19, KJV). The New International Version reads: “Therefore go and make disciples of all nations...”

This mandate from the Lord Himself is simple, beautiful, and binding. Every follower—whether member, pastor, or administrator—is to Go . . . teach . . . baptize . . . make disciples. This principle establishes the mission of the Church and sets the standard for any measuring, any assessment of success. It touches all, whatever their responsibility, whether they are laypersons or church employees. It spans all the elements of church life from the local church to the General Conference—in schools and colleges, publishing houses, healthcare institutions, and health food organizations. The mandate is encapsulated in the baptismal vows, in mission statements, in aims and objectives, in policies, and in constitutions and bylaws. It is stated as “to witness to His loving salvation;” “to facilitate the proclamation of the everlasting gospel” “to supply the multitudes with the bread of life;” and “to nurture them in preparation for His soon return.” The four-fold command to Go . . . teach . . . baptize . . . make disciples sounds wherever Seventh-day Adventists work or assemble together.

As the Church has grown in size and complexity, more and more members, pastors, and administrators have asked serious questions about how the Church relates to the Gospel Commission. Does the Church just turn out above average products and services that cannot be readily distinguished from their secular counterparts? Or does the Church make sure its basic products and services reveal to the world the way to eternal life? Nothing should be excluded from these questions, whether it be church worship services or organizational or institutional programs and products.

The Church as a whole must ask and answer the hard questions about how it is relating to the guiding principle found in the Gospel Commission. How can this principle be actualized in the lives of members, pastors, and congregations? How can they measure their progress in fulfilling the Gospel Commission? How can the Church's universities, colleges, academies, elementary schools, health-food factories, healthcare institutions, clinics, publishing houses, and media centers develop accountability based on the Gospel Commission?

This challenge calls for a frank and analytical approach in determining where the Church is in relationship to the Lord's command. It is not enough to measure success by secular standards. Total commitment to God requires total acceptance of the principles of Christianity as outlined in the Bible and as supported by the Spirit of Prophecy. Congregations, institutions, church employees, and church members can easily find satisfaction in goals reached, funds raised, buildings completed, budgets balanced, and accreditation achieved or renewed, and yet fail to be accountable before God to the Gospel Commission. The first and continuing priority for the Church must be this directive from the Lord to Go . . . teach . . . baptize . . . make disciples.

While the Gospel Commission does not change, its fulfillment is demonstrated in different ways. A pastor works within a different context than that of a classroom teacher, a physician, or an institutional administrator. Whatever the personal or institutional role, each one is accountable to God's command. Among the great benefits resulting from an assessment of their effectiveness will be the increasing trust that develops as each member, each pastor, each administrator, each church institution addresses this priority and gives it proper attention.

The family of God acknowledges that each person is individually accountable to God. At the same time, believers are admonished to examine themselves (2 Cor 13:5). A spiritual assessment process has its place in the personal life. Just as surely, it has its place in organizational life.

Spiritual assessment, while appropriate, is also a very delicate matter. For humankind sees only in part. The earthly frame of reference is always limited to that which is visible and to the brief span of time surrounding the present. Nevertheless, there is much to be gained from careful and thoughtful evaluation of personal and organizational life.

It is possible to identify several principles, which can guide such an assessment. While any attempt will be incomplete, the following specific areas of assessment will heighten awareness of and accountability to God and to the mission which is an integral part of the Christian's relationship and commitment to Him. The list of those who should evaluate their commitment to God is not comprehensive, but the principles outlined here are applicable also to other individuals, organizations, and institutions.

A 15 10 What Total Commitment to God Involves for Each Church Member—Each Seventh-day Adventist, whether a denominational employee or layperson, is

promised the gift of the Holy Spirit which will enable spiritual growth in the grace of the Lord and which will empower the development and use of spiritual gifts in witness and service. The presence of the Holy Spirit in the life of the believer is demonstrated when one:

1. Maintains, where possible, a Christian home where the standards and principles of Christ are both taught and exemplified;
2. Experiences a life that rejoices in the assurance of salvation, is moved by the Holy Spirit to effective personal witness to others, and experiences in Christ a gracious character that is consistent with God's will as revealed in His Word;
3. Uses the spiritual gifts God has promised each one;
4. Dedicates time, spiritual gifts, and resources, prayerfully and systematically, to the Gospel proclamation and, individually as well as part of a church family, becomes the Lord's salt and light through sharing His love in family life and community service, always motivated by the sense of the soon return of the Lord and His command to preach His Gospel both at home and afar; and
5. Participates in a plan for systematic spiritual growth and assessment of one's personal walk with God by forming mutually accountable spiritual partnerships where the primary objective is to prayerfully mentor one another.

A 15 15 What Total Commitment to God Involves for a Church Pastor—A Seventh-day Adventist pastor, called and empowered by the Holy Spirit and driven by love for souls, points sinners to Christ as Creator and Redeemer, and teaches them how to share their faith and become effective disciples. He or she regularly shares a balanced spiritual diet fresh from communion with God and His Word. The pastor shows the saving grace and transforming power of the Gospel when he or she:

1. Strives to make his or her family a model of what the Lord expects in marriage and families;
2. Preaches Bible-based, Christ-centered sermons that nurture the members, support the world Church, and teaches the fundamental beliefs with a sense of urgency rooted in the Seventh-day Adventist understanding of prophecy;
3. Appeals to all to submit to the transforming power of the Holy Spirit so that the Gospel may be validated in the compassionate life of the faith-directed believer;
4. Leads the local congregation in a strong evangelistic outreach that both increases membership and establishes new congregations, while maintaining strong support for the local and worldwide work of the Church;
5. Evidences effectiveness in ministry as the family of God increases numerically and grows in spiritual experience and worship, thus hastening the return of the Lord; and
6. Affirms the priority of personal spiritual growth and mission effectiveness by regularly participating in a spiritual outcome assessment process.

An assessment model, developed by the division, will be implemented by each union/local conference and will include a self-assessment module as well as elements addressing the pastor's responsibility to the congregation(s) and to the world Church organization.

A 15 20 What Total Commitment to God Involves for a Congregation—A Seventh-day Adventist congregation creatively and self-critically functions as a witnessing and nurturing community, facilitating the Gospel proclamation locally, regionally, and globally. It lives in this world as the body of Christ, showing the same

concern and positive action for those which it touches as the Lord did in His earthly ministry. The congregation:

1. Demonstrates an abiding assurance in the saving grace of Christ and a commitment to the distinctive teachings of the Word;
2. Understands and accepts its role as part of an end-time movement with a local, regional, and global responsibility for the spread of the Gospel;
3. Develops strategic plans for sharing the Good News in its community, with the goal of ensuring that all persons understand how Jesus can change their lives, preparing them for His soon coming and helping to establish new congregations;
4. Nurtures the lives of members and their families so they will grow spiritually and continue confidently in the mission and truths expressed through God's last-day Church;
5. Acknowledges the privileges of being a Seventh-day Adventist congregation and the concurrent accountability to the world family of Seventh-day Adventist congregations, as outlined in the *Church Manual*, by accepting and implementing broad plans that empower the spread of the Gospel in wider contexts, and by participating in the organizational, financial, and representative system designed to facilitate a global outreach; and
6. Participates in an assessment plan that leads the congregation to awareness of its strengths and weaknesses and the progress it has made in its mission to go, teach, baptize, and make disciples.

The assessment plan will normally be a self-assessment program conducted annually by the entire congregation meeting as a group; but, periodically, it should include an assessment of the congregation's participation in and responsibility to the broader organization. Each division, in association with the unions and the local conferences/missions, will facilitate the development of the assessment process that will be used within its territory.

A 15 25 What Total Commitment to God Involves for Elementary Schools and Academies—A Seventh-day Adventist elementary school/academy creates a climate that nurtures the student spiritually, mentally, physically, and socially, and instills confidence in the relevance, role, message, and mission of the Seventh-day Adventist Church. The schools provide excellence in Seventh-day Adventist education when they:

1. Develop a comprehensive spiritual master plan and curricula for all subjects that will support the Seventh-day Adventist worldview, integrate faith with learning, and uphold academic excellence;
2. Employ fully-committed, professionally competent Seventh-day Adventist teachers, who are actively involved in their local church, and who integrate faith and learning as they nurture their students in being good members and citizens of both church and society;
3. Work with parents and local congregations to ensure that each student is presented with the claims of Christ and is given opportunity to make a decision for Him and to be baptized;
4. Transmit to students an understanding of the biblical role of the last-day people of God and how they are to participate in fulfilling the mission of the Church;
5. Involve staff and students in outreach initiatives in ways appropriate to student age and plan opportunities for witness to the community; and

6. Participate systematically in a spiritual assessment process developed by the division and implemented by the unions and conferences which provides annual reports to the school board and its various constituencies.

A 15 30 What Total Commitment to God Involves for Colleges and Universities—A Seventh-day Adventist college/university offers academically sound, tertiary and/or post-graduate education to Seventh-day Adventists and to students of nearby communities who welcome the opportunity to study in an Adventist environment. This is accomplished when the administration of the college/university:

1. Develops a comprehensive spiritual master plan, proposed by the faculty and approved by the board, that identifies the spiritual truths and values, both cognitive and relational, which the institution is committed to share with its students and comprehensively identifies the opportunities through which those values will be communicated during a given period of time in campus life;

2. Maintains a classroom and campus environment which ensures opportunities for academic instruction and Gospel encounters that produce graduates who are recognized by the Church and society for their academic and spiritual excellence; who are well-balanced spiritually, mentally, physically, and socially; who love their Lord and hold high His standards in their daily lives; who will help build strong, thriving local congregations; and who will function as salt and light to their communities, both as laypersons and as church employees;

3. Affirms unambiguously in classroom and campus life the beliefs, practices, and worldview of the Seventh-day Adventist Church; shares the joy of the Gospel; demonstrates confidence in the divinely established role of the Advent movement and its continuing significance in God's plan for these last days; facilitates activities for faculty, staff, and students to engage in Gospel witness and Christian service; and encourages the faculty and staff to a consistency of life style which is manifested in nurturing, compassionate faculty/staff relationships with students;

4. Employs fully-committed, professionally competent Seventh-day Adventist teachers who are actively involved in their local church and who integrate faith and learning in the context of nurturing their students to be productive members both of society and of the Lord's Church, and who interact with parents and other constituents in order to understand and to fulfill their high academic and spiritual expectations for educational programs serving the youth;

5. Evaluates the achievement of the objectives outlined in the spiritual master plan by a faculty-developed, board-approved, comprehensive assessment program, designed with sufficient specificity to evaluate each element of campus life, to guide the college/university administration in taking affirming or corrective measures, and to serve as the basis for annual reports of the spiritual health of the institution to the governing board and various constituencies; and

6. Submits the proposed spiritual master plan and assessment program to a General Conference-appointed, international panel of highly-qualified educators who will provide the college/university board with a written evaluation of the spiritual master plan and the assessment program.

A 15 35 What Total Commitment to God Involves for the Hospitals and Healthcare Institutions—A Seventh-day Adventist hospital/ healthcare institution provides the highest quality, whole-person healthcare to the community it serves by developing a comprehensive spiritual assessment plan in which it:

1. Creates a well-planned, positive atmosphere that focuses on the healing presence of the Lord;
2. Develops a professionally competent, mission-oriented, and compassionate staff who sensitively ministers to patients from the context of their Christian faith as well as distinctive Seventh-day Adventist beliefs;
3. Ensures that all those within the institution's sphere of influence are aware that the healthcare facility is affiliated with the Seventh-day Adventist Church by developing staff orientation and community witnessing programs that positively portray both the hospital and the Church to those who are served;
4. Sensitively stimulates spiritual inquiry and systematically responds to such inquiry;
5. Allocates such financial and personnel resources as may be possible to the local, regional, and global soul-winning, educational, and/or healthcare mission of the Church; and
6. Demonstrates accountability for fulfillment of its mission through participation, at least triennially, in a comprehensive evaluation process developed, planned, and overseen by the respective division executive committee to assess progress toward achieving specific, measurable, mission outcomes.

A 15 40 What Total Commitment to God Involves for the Institutions of Mass Communication: Publishing Houses, Media Centers, Adventist Book Centers, and Radio Stations—A Seventh-day Adventist institution of mass communication provides quality productions that enhance the mission of the Church and the commitment of its members to mission when it:

1. Encourages initiatives and the distribution only of that which contributes to the Gospel proclamation and the nurturing of church members within the context of the last-day message;
2. Plans or supports evangelistic activities which may lead to personal contacts and involves the local congregation wherever possible;
3. Uses technology and media in a way that is sensitive to available funds so that resources are maximized for the mission of the Church;
4. Coordinates initiatives with other church entities to ensure interaction with and support of related programs and projects;
5. Provides such staff as may be possible or appropriate to assist pastors and congregations in the follow-up of those responding to outreach initiatives, and operates a feedback system for product development or modification; and
6. Establishes, under the direction of governing bodies, systems for periodic review of materials and programs, both for members and for the general public, thus providing management and governing bodies with an analysis of the institution's effectiveness in meeting mission goals, ensuring concurrence with Seventh-day Adventist beliefs and practices, and preparing reports for presentation to each regular meeting of the constituency and annually to the board.

A 15 45 What Total Commitment to God Involves for the Food Industries—A Seventh-day Adventist food industry develops products that contribute positively to health and provides a resource to assist the giving of the Gospel in these last days when it:

1. Manufactures and sells only those products which are consistent with the divine principles of diet and health;

2. Trains personnel to inform the public on sound health practices and assists the Church in developing increasingly better health among its members;
3. Provides low cost vegetarian food to the world's developing countries;
4. Implements programs under which those influenced by the health message may receive further information about the Church;
5. Budgets financial assistance for the mission of the Church on a basis established by the division executive committee; and
6. Periodically evaluates performance in terms of efficiency, return on investment, and contribution to the mission of the Church, based on a system administered by the board and established by the division committee, in consultation with the International Health Food Association.

A 15 50 What Total Commitment to God Involves for a Conference/Mission, or Union—A Seventh-day Adventist conference/mission or union, with leadership that has a personal relationship with Jesus and is submitted to the guidance of the Holy Spirit, motivates members, pastors, teachers, and all other denominational employees to present to their neighbors and communities the saving truth as it is in these last days, and oversees and prioritizes its plans, initiatives, and finances to give first place to continuous soul-winning and nurturing ministries when it:

1. Identifies and promotes the spiritual objectives, both evangelistic and nurturing, of the conference/mission or union and, through a strategic planning and financing process, involves the collective participation of its membership and organizations;
2. Demonstrates through the personal example of its leadership that the Church is continuing, without wavering, its divinely appointed role as a witness to this dying and needy world;
3. Nurtures and supports pastors, members, and congregations so that they may grow as disciples and experience ways of fulfilling the Gospel Commission;
4. Exercises administrative leadership in institutions and entities under its direction to ensure that the mission of the Church is kept clearly in focus, and develops and implements initiatives to establish new congregations in communities and areas where needed;
5. Assures that budgetary provisions for local, national, and global evangelistic endeavors are carefully balanced against the resources allocated to the nurture of the believers, and that both are demonstrated to be of the highest priority; and
6. Cooperates with the division in developing and implementing assessment processes, which may be evaluated by a committee designated by the General Conference, by which members, pastors, congregations, institutions, and the conference/mission or union itself may ascertain their commitment to and effectiveness in carrying out the Gospel Commission and reporting their findings to the respective constituencies.

A 15 55 What Total Commitment to God Involves for the General Conference/Divisions—The General Conference of Seventh-day Adventists and its divisions, with leadership that has a personal relationship with Jesus and is submitted to the guidance of the Holy Spirit, provide overall global direction to the spiritual life and mission of the Church, develop strategic plans and policies, generate initiatives and programs, and allocate financial and human resources in ways that demonstrate urgency in completing the mission of the Church and subordination to the command to Go . . . teach . . . baptize . . . make disciples when they:

1. Give priority at Annual Councils and Spring Meetings of the General Conference and division executive committees to nurturing the spiritual life of a growing Church with a clear mission to carry the eternal gospel to all the world, in the end-time setting of the Three Angels' Messages;

2. Appoint small committees with international representation as may be necessary to evaluate and make recommendations to appropriate boards or executive committees concerning assessment programs being developed;

3. Ensure that administrations and boards of institutions and agencies under their direction establish spiritual accountability processes that give evidence of their commitment to the last-day mission of the Church, and demonstrate their effectiveness in accomplishing it;

4. Require that initiatives and activities of limited focus, while having some merit of their own, are in fact subordinated to the broader, coordinated mission goals of the Church, and govern the disbursement of budgets to promote the promulgation of the Gospel to all the world;

5. Ensure that the mission of the Church is clearly understood and implemented through assessment processes that review progress in meeting mission objectives involving both nurture of members and evangelistic outreach; and

6. Develop a spiritual master plan and assessment program, to be monitored by a committee appointed at each level by the General Conference/Division Executive Committee, for the purpose of evaluating the effectiveness of the General Conference/Division in terms of the mission of the Church and assisting all levels of church organization and all institutions to assess the effectiveness of their spiritual master plans and assessment programs.

A 15 60 True Measure of Success—Truly, the spiritual mandate is simple. Go . . . teach . . . baptize . . . make disciples. Responsible Seventh-day Adventist Church members and all church employees must remember that each one will be held accountable before God for this principle. Someday, at the great judgment bar, the Lord will ask, “What have you done, relying on My grace, with the gifts, talents, and opportunities I gave you?”

As He did 2,000 years ago, the Lord commands His Church today: “Go ye therefore, and teach all nations, baptizing them in the name of the Father, and of the Son, and of the Holy Ghost” (Matt 28:19, KJV). Go . . . teach . . . baptize . . . make disciples. Total commitment to God mandates the fulfillment of this Commission, which is still the only true measure of success.

MISSION TO THE WORLD

A 20 Roadmap for Mission

A 20 05 Rationale—God’s mission for this world motivates and informs our mission. For this reason, mission is the lifeblood of the Seventh-day Adventist Church. Mission is woven into our identity; mission defines who we are and why we exist. Early in our movement, we took the Great Commission (Matt 28: 18-20) as our divine mandate motivated by the vision of the everlasting gospel reaching every nation, tribe, language, and people (Rev 14: 6-12). The genuine quest for God in world religions provides a pathway for the proclamation of the gospel.

Under the blessing of the Lord, our Church has grown, reaching to Earth’s farthest bounds. When we began, our mission placed us among people who had traditions of Christianity. Today, however, mission takes us to populations that are rooted in other world religions. Furthermore, in some areas of the world, conversion to Christianity is frowned upon or even runs the risk of threatening one’s person and life. The history of Christianity indicates that this has practically always been the case.

At the same time, the spirit of the age encourages acceptance of all world religions as valid expressions of the human spirit and discourages efforts to persuade people to turn from one religion to another. Some Christian theologians even argue that the task of missions is to affirm people in their own religion—to make Hindus better Hindus, Muslims better Muslims, Buddhists better Buddhists, and so on.

Among Seventh-day Adventists, one finds a variety of initiatives and methodologies toward people of different religions and cultures. While the concern for mission is commendable, the proliferation of approaches makes it all the more imperative for the organized Church to articulate simply and clearly the nature of our mission—what it is and how we go about it—firmly grounded in the authority of the Scriptures.

We must find our roadmap for mission in the specific instructions and acts of Jesus and the apostles as recorded in the Scriptures. In His sovereignty, the Lord takes initiatives to reveal Himself to men and women through a variety of means. For instance, in the Old Testament, we read of people outside the circle of the chosen people who were followers of God—Melchizedek (Gen 14:18-20), Jethro (Exod 18:1-27), Naaman (2 Kgs 5:1). Likewise, the New Testament tells of the Magi (Matt 2:1-12), of Gentiles who were “God-fearers” (Acts 13:43, 50; 16:14; 17:4, 17), and of others who obeyed God’s law through following their conscience (Rom 2:14-16). Such examples, however, do not provide a template for Seventh-day Adventist mission; they simply provide laudable examples of the Lord’s working.

A 20 10 The Mission—Seventh-day Adventist mission is centered in God’s loving gift of His Son to be the Saviour of the world. We are to share this good news with all people, telling them that “Salvation is found in no one else, for there is no other name under heaven given to men by which we must be saved” (Acts 4:12), and that “whoever believes in Him shall not perish but have eternal life” (John 3:16).

At its core, mission is bearing witness through word and life and in the power of the Holy Spirit. As the Lord commanded Israel of old, “You are my witnesses, . . . and my servant whom I have chosen” (Isa 43:10), so the Risen Lord commands us, “You will

receive power when the Holy Spirit comes on you; and you will be my witnesses in Jerusalem, and in all Judea and Samaria, and to the ends of the earth” (Acts 1:8).

Seventh-day Adventist mission is comprehensive in its scope. It involves proclaiming the good news to the whole world (Matt 24:14), making disciples of all nations by going, baptizing, and teaching them (Matt 28:18-20), and inviting them into the ecclesia—the end-time community of believers in Jesus who worship God the Creator and Redeemer (Rev 12:17; 14:6-7).

This community, the Church, is the body of Christ (1 Cor 12, Eph 1:21, 22; 4:4-6). In this fellowship where Jesus is confessed as Saviour and Lord, and where the Scriptures provide the foundation for instruction, members experience the transforming power of the new life in Christ. They love one another (John 13:31, 32); they are united, despite differences of race, culture, gender, or social standing (Eph 2:12-14; Gal 3:28); and they grow in grace (2 Peter 3:18). They, in turn, go out to make disciples of other people, and they carry forward Jesus’ ministry of compassion, help, and healing to the world (Matt 10:7, 8).

Although other Christians also preach the gospel, Seventh-day Adventists understand our special calling as proclaiming the good news of salvation and obedience to God’s commandments. This proclamation takes place during the time of God’s judgment and in the expectation of the soon return of Jesus, bringing to an end the cosmic conflict (Rev 14: 6, 7; 20:9-10).

Seventh-day Adventist mission, therefore, involves a process of proclamation that builds up a community of believers “who keep the commandments of God and have the faith of Jesus” (Rev 14:12). They live lives of service to others and eagerly await the second coming of the Lord.

A 20 15 Fulfilling the Mission—Our mission remains unchanged wherever we find ourselves in the world. How we fulfill it—how we go about it—however, takes a variety of forms depending on differences in culture and conditions in society. Fulfilling the mission where non-Christian religions prevail often entails significant modifications in approaching the task. We encounter cultural differences, other writings that are deemed sacred, and sometimes restrictions in religious freedom.

1. *The Example of the Apostles*—The conditions Seventh-day Adventists face in sharing the message of Jesus to people of other religions largely parallel those that the apostles encountered. How they went about the mission is instructive for us today.

The first Christians faced a world of many deities. It was also a dangerous world, as the Caesars in Rome increasingly demanded not only respect, but worship as divine. Yet they risked everything they had, even their lives, and many lost it, in an unbreakable commitment to their Saviour.

In this environment, the apostles always uplifted Jesus Christ as mankind’s only hope. They did not shrink from proclaiming who He was and what He had done. They announced forgiveness and new life through Him alone, and they called people everywhere to repentance in view of judgment to come and the return of Jesus (Acts 2:38; 8:4; 1 Cor 2: 2). And they proclaimed that only one person could rightly be adored as Lord—Jesus Christ: “For even if there are so-called gods, whether in heaven or on earth (as indeed there are many ‘gods’ and many ‘lords’), yet for us there is but one God, the Father...and there is but one Lord, Jesus Christ...” (1 Cor 8:5, 6).

Although they modified their approach in keeping with the audience, they never deviated from proclaiming the uniqueness of Jesus as the hope of the world. They

never suggested that they had come to help their hearers find a deeper spiritual experience within their own religions; on the contrary, they challenged them to turn to the salvation provided in Christ. Thus, the Apostle Paul in Athens began his discourse on Mars Hill by referring to the gods the people were worshipping, but led them to the message of Jesus and His resurrection (Acts 17:22-31).

2. *Writings of Other Religions*—Paul made references to non-biblical writings in his speech in Athens and his letters (Acts 17:38; 1 Cor 15:33; Titus 1:12), but he gave priority to the Scriptures (the Old Testament) in his proclamation and instruction to the new Christian communities (Acts 13:13-47; 2 Tim 3: 16, 17; 4:2).

In Seventh-day Adventist witness, the writings of other religions can be useful in building bridges by pointing to elements of truth that find their fullest and richest significance in the Bible. These writings should be used in a deliberate attempt to introduce people to the Bible as the inspired Word of God and to help them transfer their allegiance to the Scriptures as the source of faith and practice. However, the nurture and spiritual growth of new believers must be accomplished on the basis of the Bible and its exclusive authority (see “Guidelines for Engaging in Global Mission”).

3. *Contextualization*—Jesus, as our model, was the perfect example of love in His relationships with others. As we imitate Him in our mission, we should open our hearts in honest and loving fellowship. The Apostle Paul described how he adapted his approach to his audience: “Though I am free and belong to no man, I make myself a slave to everyone, to win as many as possible. To the Jews I became like a Jew, to win the Jews. To those under the law I became like one under the law (though I myself am not under the law), so as to win those under the law. To those not having the law I became like one not having the law (though I am not free from God’s law but am under Christ’s law), so as to win those not having the law. To the weak I became weak, to win the weak. I have become all things to all men so that by all possible means I might save some” (1 Cor 9:19-22). The apostles did not make it difficult for people to accept the gospel and join the fellowship of the Christian community, but they did not shrink from declaring the full purpose of God for them (cf. Acts 15:19; 20:20-24).

From Paul’s example arises contextualization—the intentional and discriminating attempt to communicate the gospel in a culturally meaningful way. For Seventh-day Adventist mission, contextualization must be faithful to the Scriptures, guided by the Spirit, and relevant to the host culture, remembering that all cultures are judged by the gospel.

As the Church seeks to adapt its approach to mission in a very diverse world, the danger of syncretism—the blending of religious truth and error—is a constant challenge. Contextualization should be done within a specific cultural location, close to where the people live; it is a process that should involve church leaders, theologians, missiologists, local people, and ministers.

4. *Openness and Identity*—Paul sought to be open and honest in his presentation of the gospel: “We have renounced secret and shameful ways; we do not use deception, nor do we distort the word of God. On the contrary, by setting forth the truth plainly we commend ourselves to every man’s conscience in the sight of God” (2 Cor 4:2). Likewise, we are to carry out our mission, and identify ourselves as Seventh-day Adventists, in a manner that avoids creating formidable barriers.

In seeking to find connections with people from other religions, the theme of cosmic conflict, which is found in various expressions, may be a useful starting point.

Other areas that can prove helpful are prophecy, modesty and simplicity, and healthful living.

5. *Transitional Groups*—In some situations, Seventh-day Adventist mission may include the formation of transitional groups (usually termed Special Affinity Groups) that lead the people from a non-Christian religion into the Seventh-day Adventist Church. In forming such groups, a clear plan that emphasizes the end result should be followed. These groups should be established and nurtured only with the endorsement and collaboration of church administration. Although some situations may require an extended period of time to complete the transition, leaders of these groups should make every effort to lead the people into membership in the Seventh-day Adventist Church within a deliberate time plan (see also B 10 28 and B 10 30).

Any ministry or group that is formed with the intention of representing the Seventh-day Adventist Church in any part of the world will endeavor to promote both the theological and organizational unity of the Church. Although the theological dimension may be given the chief emphasis in the initial stages of the group, the leader of the group should intentionally lead its members to a sense of Seventh-day Adventist identity and an awareness of Church organization, with growing participation in the lifestyle, practices, and mission of the Church.

6. *Baptism and Church Membership*—Candidates for baptism shall confess Jesus Christ as Saviour and Lord (Rom 10:9), accept the message and mission of the Seventh-day Adventist Church as summarized in the Fundamental Beliefs, and understand that they are joining a worldwide fellowship that is loyal to God and awaits the second coming of Jesus.

7. *Opportunities and Needs*—Today, because of immigration and other factors, followers of world religions are found throughout the world. In this new context, leaders in all the world divisions should develop specific plans to bring the Seventh-day Adventist message to these peoples.

For the fulfillment of the mission globally, the Church needs to help people develop expertise in the writings of other religions, along with literature and programs to train clergy and lay members in reaching adherents of these religions. The Global Mission Study Centers should play a major, but not exclusive, role in these endeavors.

Worldwide, our pastors and members need to be educated to accept new believers from world religions. This will require the developing of competence among leaders, local elders, pastors, missionaries, and frontline workers.

In the allocation of human and financial resources, the needs of the mission to people of other world religions should be included as part of strategic planning.

8. *Where Freedom is Restricted*—Our mission takes us at times to societies where religious freedom is severely restricted. These areas of the world are not to be abandoned; rather, new methods of fulfilling the mission are to be attempted. These include the “tentmaker” approach, which is when individuals use their occupation to support themselves financially, usually in a challenging mission area for the purpose of Christian outreach. Another approach is to simply encourage those from such countries who have become Seventh-day Adventists in another society to return to their home countries as ambassadors for Christ. And even where a human presence is not possible, the witness through radio, television, or the Internet may, like the altars left behind by Abraham on his wanderings (Gen 12:7), be used by the Spirit to lead men and women to accept the Advent message.

A 20 20 Conclusion—The mission to reach followers of world religions poses substantial challenges. However, the mission itself remains unchanged because it is God’s mission. Through whatever approach we follow, its end result is to lead men and women into membership with those who confess Jesus Christ as Saviour and Lord, who embrace the Fundamental Beliefs of the Seventh-day Adventist Church, demonstrating the transforming power of the Holy Spirit, and looking forward to the soon coming of Christ. They shall identify themselves with the worldwide Seventh-day Adventist Church in doctrine, life values, hope, and mission.

God, the Lord of the mission, is free and sovereign. He can and does intervene to reveal Himself in various ways, drawing people to Himself and awakening them to His majesty and sovereignty. But to His Church He has entrusted His mission (2 Cor 5:18-21). It is a comprehensive mission, but it is a single mission. He has not established parallel or multiple tracks for us to follow, which is to say, we should all be committed to the same beliefs and be organized and work in harmony with the world Church.

**ORGANIZATION AND
ADMINISTRATION****

**B 05 Organizational and Operational
Principles of Seventh-day Adventist
Church Structure**

Organizational life and procedures in the Seventh-day Adventist Church are based upon the following principles:

1. The Seventh-day Adventist Church is a worldwide community of believers who confess Jesus Christ as Lord and Saviour and who are united in mission, purpose, and belief. The Church defines its internal governance as representative in form with executive responsibility and authority assigned to a variety of entities and institutions and their respective constituencies, boards, and officers through constitutions or articles of incorporation, bylaws, and operating policies and guidelines.

2. The primary building blocks of global Seventh-day Adventist Church organization are the local church, the local conference/mission, the union conference/mission, and the General Conference. (Further definition of these units is found in B 10, Outline and definition of Denominational Organizations). Each of the organizational units described above has a defined membership, also known as a constituency. Being part of a constituency carries the privilege of participation in the deliberations and decision-making of that particular organizational unit. Additional units of denominational structure, known as divisions, have been established as regional offices of the General Conference serving a defined geographical area. Therefore divisions are not considered as constituency-based organizations. Various institutions, authorized and established in harmony with General Conference and/or division policies also have defined constituencies. Institutions fulfill vital and specialized functions but are not considered as primary building blocks of denominational structure.

3. Organizational status is granted to a constituency as a trust. Official recognition as a local church, local conference/mission, or union conference/mission is not self-generated, automatic, or perpetual. It is the result of a formal decision by an executive committee or a constituency Session at higher levels of denominational organization. Organizational membership and status are entrusted to entities that meet certain qualifications

*It should be noted in this chapter that other terminology is used in some geographical areas for organizational units such as fields, sections, regions, or delegations.

including faithfulness to Seventh-day Adventist doctrines, compliance with denominational practices and policies, demonstration of adequate leadership and financial capacity, and responsiveness to mission challenges and opportunities. Membership and status can be reviewed, revised, amended, or withdrawn by the level of organization that granted it.

4. Decision-making is based on group processes that allow for member participation. Each individual member of a local church has the right of voice and vote (unless under discipline) in the business decisions of the local church. At other constituency levels participation is accomplished through the selection of representatives. For example, representatives chosen by each local church become delegates, authorized participants, in a local conference constituency meeting. Each unit of organization follows a regular pattern of constituency meetings (also called “sessions”) to transact official business. These meetings are conducted within the terms of bylaws or operating policies applicable to the level and status of the organization concerned. In a local church, the constituency or membership meeting is generally called a “church business meeting” and is conducted in harmony with the *Seventh-day Adventist Church Manual*. When the necessary quorum is present for a constituency/executive committee meeting, the opinion of the majority participating in a vote is regarded as the decision of the entire group unless bylaws or rules of order require approval by more than a simple majority.

5. The highest level of authority within the powers granted to each level of denominational organization resides in the constituency meeting. Various officers may be elected and vested with a degree of authority but ultimately each officer is accountable to a group such as the executive committee. An executive committee, or board in the case of institutions, is entrusted, through policies or constitution and bylaws, with authority to govern between constituency meetings. However, the executive committee, or board in the case of institutions, is ultimately accountable to the constituency meeting of the organization concerned.

6. Different elements of organizational authority and responsibility are distributed among the various levels of denominational organization. For example, the decision as to who may/may not be a member of a local Seventh-day Adventist Church is entrusted to the members of the local church concerned; decisions as to the employment of local church pastors is entrusted to the local conference/mission; decisions regarding the ordination of ministers is entrusted to the union conference/mission; and the definition of denominational beliefs is entrusted to the General Conference in Session. Thus each level of organization exercises a realm of final authority and responsibility that may have implications for other levels of organization. In a similar manner, each organization is dependent to some extent on the realm of authority exercised by other levels of organization.

No church organization or entity assumes responsibility for the liabilities, debts, acts, or omissions of any other church organization simply because of its church affiliation.

7. Denominational entities may establish, in harmony with General Conference and/or division policies, affiliated organizations such as educational, healthcare, and publishing institutions, food industries, media centers, and radio and television stations, that are integral parts of the Church’s Christian witness but each of which may operate with its own authority and responsibility under its own organizational documents, board of directors, and administrative officers in harmony with Church working policies.

8. The Seventh-day Adventist Church has both a local and global identity. The local church is indeed a genuine expression of the Seventh-day Adventist Church but its identity cannot be fully defined or viewed in isolation from its relationships with other local churches and other levels of denominational organization. The local and global elements of Seventh-day Adventist identity are expressed in documents such as the *Church Manual* and General Conference *Working Policy* that reflect aspects of self-governance and interrelationship. The *Church Manual* and the General Conference *Working Policy* present the collective voice of Seventh-day Adventists regarding beliefs, denominational structure, relationships, and operational procedures.

9. References in the General Conference Working Policy to higher level, higher organization, lower level, lower organization, or similar terms referring to Church structure, or references to levels of the Church are for descriptive purposes and are not meant to define a legal relationship or create liability unless otherwise specifically stated.

B 10 Outline and Definition of Denominational Organization

B 10 02 Nomenclature and Status of Organizational Units—The global structure of the Seventh-day Adventist Church includes layers of organizations which serve successively greater geographic territory. These include: the local church, the local conference/mission, the union conference/mission, and the General Conference and its divisions. (See B 05, paragraph 2. for further explanation of divisions).

It may be necessary, from time to time in the establishment of a Seventh-day Adventist presence in new territory, to form organizational units that are not constituency-based. Examples of such are: Companies of members and clusters of churches within a relatively small geographic area that are administered directly by a union conference/mission rather than by a local conference/mission. Such arrangements are generally transition stages towards becoming a local church (in the case of companies) or a local

conference/mission (in the case of groups of churches directly administered by a union conference/mission).

One of two classifications, mission status or conference status, may be granted to certain levels of denominational organization. In denominational structure, the family of local churches may be classified as a local mission**, local conference, or union of churches with conference or mission status. In similar fashion, the family of local missions/conferences may be classified as a union mission or a union conference.

Mission status entitles an organization to identify itself as an official part of the Seventh-day Adventist Church. In addition, mission status indicates that an organization may receive direct support (financial and/or administrative) from the next higher level of organization. The officers of an organization having mission status are appointed by the next higher level of organization; in the case of local missions, by the union in session or by the union executive committee between sessions; and in the case of union missions, by the division executive committee. Organizations with mission status conduct constituency meetings in harmony with operating policies (based on model documents in General Conference Working Policy) for the level of organization concerned.

When an organization having mission status is considered by higher levels of organization to have demonstrated its capacity for greater responsibility and participation in the global life of the Church (see B 65 15 and B 75 10), conference status may be granted. Conference status entitles the organization to identify itself as an official part of the Seventh-day Adventist Church. It also represents the highest level of self-governance available to an organization. Accordingly, the officers of organizations having conference status are elected by the constituency session or executive committee of that organization. Organizations with conference status have constitutions and bylaws (based on model documents in General Conference Working Policy) that serve as governing documents for constituency meetings.

B 10 05 Local Church— A group of Seventh-day Adventist members in a defined location that has been organized in harmony with the *Seventh-day Adventist Church Manual*. Newly organized local churches are accepted into the sisterhood of churches by formal action of the next constituency session of the local conference/mission or union of churches concerned.

B 10 10 Local Conference/Mission/Field— A group of local churches, within a defined geographic area, that has been organized in harmony with General Conference and division working policy and granted, by action of a

* In some areas of the world, terms such as “field” or “section” are used instead of the term “mission.” When such terms are used, they refer to units having “mission” status. Organizations having conference status carry the designation in their name.

division executive committee at midyear, yearend, or division council meeting, official status as a Seventh-day Adventist local conference/mission/ field. Newly organized local conferences/missions are accepted into the sisterhood of local conferences/missions by formal action of the next constituency session of the union concerned.

B 10 15 Union Conference/Mission— A group of local conferences/missions/fields, within a defined geographic area, that has been organized in harmony with General Conference policy and granted, by action of the General Conference Executive Committee, official status as a Seventh-day Adventist union conference/mission. Newly organized unions are accepted into the sisterhood of unions by formal action at the next General Conference Session.

B 10 17 Union of Churches—A group of local churches, within a defined geographic area, that has been organized in harmony with General Conference policy and granted, by action of the General Conference Executive Committee, official status as a Seventh-day Adventist union of churches. Newly organized unions of churches are accepted into the sisterhood of unions by formal action at the next General Conference Session.

B 10 20 General Conference—1. *General Conference*— The worldwide family of all unions along with conferences/fields/ missions directly attached to the General Conference and all General Conference institutions. It serves as the global voice of the Seventh-day Adventist Church. The General Conference acts through its constituency sessions, the General Conference Executive Committee, and personnel elected for specific leadership responsibilities.

2. *Divisions*—To facilitate its worldwide activity, the General Conference has established regional offices, known as divisions of the General Conference, which have been assigned, by action of the General Conference Executive Committee at Annual Councils, general administrative and supervisory responsibilities for designated groups of unions and other church units within specific geographic areas. (See C 05, Division Territories. The division executive committee acts for the General Conference Executive Committee in the territory of the respective division.) After administrative consultation with the units directly affected, the General Conference Executive Committee may:

- a. Reconfigure division territories and/or establish new divisions.
- b. Determine the location or relocation of a division office.

When such decisions are made, the General Conference Executive Committee shall also approve the financial plan, including acquisition, division, or disposal of assets involved in the reconfiguration of division territories or the establishment or relocation of a division office. In situations where geopolitical circumstances inhibit a division committee's supervisory

role in part of the division territory, the division committee may request from the General Conference Administrative Committee an appropriate arrangement to address the situation.

3. *Additional Organizations*—The General Conference is authorized by its constitution to create additional organizations to promote specific interests in various sections of the world.

B 10 22 General Conference Authority and Settlement of Differences Between Organizations—All organizations and institutions throughout the world will recognize the authority of the General Conference Session as the highest authority of the Seventh-day Adventist Church under God. When differences arise in or between organizations and institutions on matters not already addressed in the Constitution and Bylaws, in the General Conference *Working Policy*, or in the General Conference Executive Committee actions at an Annual Council, it is proper to appeal to the next higher organization not directly involved in the matter. The decision of the organization to which the matter was referred shall be final unless that organization itself chooses to refer the matter with comment or recommendation to a division or General Conference Executive Committee/General Conference Session. During the interim between these Sessions, the General Conference Executive Committee at Annual Council shall constitute the body of final authority on all questions where a difference of viewpoint has been referred. Its decisions shall control on such controverted points, but at the request of the division executive committee concerned such a decision may be reviewed at a General Conference Session. (See also B 40 10.) When organizations review decisions of other organizations, they do not assume responsibility for the liabilities of any other organization.

B 10 25 Structural Stability— Local churches, local conferences/missions/fields, union conferences/missions, unions of churches, and institutions are, by vote of the appropriate constituency, and by actions of properly authorized executive committees, a part of the worldwide organization of the Seventh-day Adventist Church. Whereas each has accepted the privilege and responsibility of representing the Church in its part of the world, each is therefore required to operate and minister in harmony with the teachings and policies of the Church, and the actions of the world Church in the General Conference Executive Committee or in General Conference Session. While individual units of the Church are given freedom to function in ways appropriate to their role and culture, no part of the worldwide organization of the Church has a unilateral right to secede.

B 10 27 Structural Flexibility—Flexibility in Seventh-day Adventist organizational structure is the application to new or existing organizational structures of specific alternative organizational patterns and procedural principles in light of prevailing circumstances and environments within the

territory of a division of the General Conference. The application of such patterns and principles, after appropriate approvals, may result in:

1. Modification of structural design at units of organization between the local church and the General Conference/division as compared with the historical pattern of local conference/local mission, union conference/union mission organizations, and unions of churches;

2. Modification of staffing patterns (as compared to historical practice at local conferences/local missions, union conferences/union missions, and unions of churches) at units of organization between the local church and the General Conference/division;

3. Realignment of how services are provided between the various existing or new organizations;

4. Establishment of new regional structures as a result of the consolidation of existing organizational units, the reclassification of entities, or the reduction of constituency-based units of organization.

Decisions to implement flexibility in organizational structures, staffing, procedures, and relationships shall preserve dynamic and formal linkage to the world church and sister organizations in harmony with denominational policies. Accordingly, such decisions will involve consultation with organizations affected by proposed restructuring. Policies define the various approval processes that apply to organizational changes. Flexibility in organizational structure does not mean that the design of organizational structure or staffing is self-determined or that an infinite number of alternatives is available.

B 10 28 Alternatives in Organizational Structure—Denominational structure in one geographic area may illustrate one model while organization in an adjacent territory may reflect another of the available models. The following range of organizational models for denominational structures may coexist within a division territory:

1. *Four Constituency-based Units Model*— This model has four constituency-based units of organization: local church, local conference/mission, union conference/mission, General Conference. In this model, the local conference/mission, union conference/mission, and General Conference have similar staffing patterns. Its widespread use makes this the standard model of structure. However, the four constituency-based units model should not automatically be considered as preferred above others.

2. *Complementary Staffing Model*—This model retains the four constituency-based units of organization. It is different from the four constituency-based units model in that the staffing pattern at local mission/conference does not parallel that of the union mission/conference. Each organization in this model has a multiple officer leadership team (typically three officers). Department directors may be located at either or both

the local mission/conference and the union mission/conference. However, a department director at the local mission/conference may not have a fulltime counterpart at the union. Similarly, the union department director may not have a counterpart at the local conference/mission. The department staffing pattern at both local and union organizations serves to complement (complete rather than duplicate) the range of services required in the territory.

3. *Shared Administration and/or Administrative Services Model*—This model introduces differentiation from the four constituency-based units model in the staffing of administration. At the local mission/conference there may be only one full-time officer, the president. The union treasurer/ chief financial officer may serve simultaneously as the local mission/conference treasurer/ chief financial officer in such situations. Unless someone is elected to serve as the secretary this role may be assigned by election to either the president or the treasurer/ chief financial officer. Department staffing in this model may be configured as in paragraph 2. above. The result is that the local mission/conference has fewer employees in administration since officers of the union mission/conference also hold administrative assignments in the local mission/conference and/or care for certain administrative services.

4. *Three Constituency-based Units Model*— This model has three constituency-based units of organization (local church, union of churches conference/mission, General Conference) compared to four in the four constituency-based units model. In this model the regional unit of organization is identified as a “union of churches.”

5. *Three Constituency-based Units Model with Delegated Roles to District Leaders*—This model continues the three constituency-based model described above. It differs from the previous model in that a nonconstituency-based coordinating function is inserted for a group or district of local churches. The role of the district director (in some places designated as a field secretary) is advisory and consultative rather than administrative. The district director serves as a representative of administration. This person may also have some departmental leadership functions assigned by the regional organization.

6. *Special Alternative Organizations*— The General Conference Executive Committee has adopted guidelines for establishing alternative structures to initiate Seventh-day Adventist mission in areas where traditional church structures are not present and/or not permitted.

B 10 30 Variations in Administrative Relationships—1. For the purpose of fulfilling the mission of the Church, division administrations are authorized to recommend modified organizational structures and/or administrative relationships in situations which do not involve the resizing of unions, as outlined below in paragraphs a) through c), or to experiment with further modifications in territories where unusual economic, political, geographic, religious, or demographic circumstances, or strategic purposes make normal

church organizational and administrative structures impractical or inefficient. In all cases where alternative arrangements are implemented, the interrelated constituent levels of Church organization, as described in the General Conference *Working Policy*, shall be maintained, and the following fundamental principles for Seventh-day Adventist organizational structure and relationships shall be preserved:

a. All basic administrative units shall have a defined membership and a regular pattern of membership/constituency sessions.

b. All administrative relationships shall be clearly defined (responsibility is ultimately held by the elected/appointed officer/s who is/are accountable to an executive committee).

c. Constitutions and bylaws may be amended to provide for alternative administrative arrangements and the process by which such arrangements are continued or suspended.

2. Innovations in organizational structure and administrative relationships must be approved by the respective division committees and the General Conference Executive Committee and will be reviewed periodically by division administrations to determine the strengths and weaknesses of each arrangement. Division committees may grant constituencies the option to continue or discontinue the alternative administrative arrangements.

B 15 General Conference *Working Policy*

B 15 05 Authoritative Administrative Voice of the Church—The General Conference *Working Policy* contains the Constitution and Bylaws of the General Conference, the Mission Statement and the accumulated or revised policies adopted by General Conference Sessions and Annual Councils of the General Conference Executive Committee. It is, therefore, the authoritative voice of the Church in all matters pertaining to the mission and to the administration of the work of the Seventh-day Adventist denomination in all parts of the world.

B 15 10 Adherence to Policy Required—1. The General Conference *Working Policy* shall be strictly adhered to by all organizations in every part of the world field. The work in every organization shall be administered in full harmony with the policies of the General Conference and of the divisions respectively. No departure from these policies shall be made without prior approval from the General Conference Executive Committee, except as stated below. The division committee is the authorized body which acts for the General Conference Executive Committee in the respective divisions. All conference, mission, or institutional administrators shall cooperate in maintaining these policies as they affect the work in their respective organizations. Only thus can a spirit of close cooperation and unity be

maintained in the work of the Church in all parts of the world field. In the event laws/changes in the laws governing a country seem to render compliance with denominational policies a violation of the law, the organization shall act in harmony with the law, provided the following:

a. Counsel has been sought from the General Conference officers (president, secretary, and treasurer/ chief financial officer) and it is established that denominational policies do indeed violate the law.

b. Compliance with the law does not constitute a violation of scriptural principles.

2. General Conference institutions shall adhere to the remuneration policies of the host division (Y 05 05, paragraph 6.) with any exceptions approved by the General Conference Executive Committee at a Spring Meeting or by an Annual Council. For all other policies, the General Conference *Working Policy* shall apply except where the General Conference Executive Committee votes that the host division policies shall be followed.

B 15 15 Officers/Administrators to Work in Harmony with Policy—Officers and administrators are expected to work in harmony with the General Conference *Working Policy*. Those who show inability or unwillingness to administer their work in harmony with policy should not be continued in executive leadership by their respective constituencies or governing boards/committees.

B 15 20 Definition of Election and Appointment—1. *Election*— Unless otherwise specified in the General Conference Constitution and Bylaws, an individual shall be said to have been elected, when the process by which that individual was chosen involved a decision by the constituency of the organization to be served as set out within the General Conference Constitution and Bylaws and the General Conference *Working Policy*. The General Conference Executive Committee acts for the constituency in filling vacant elective positions between sessions of the constituency. Election is subject to the individual's acceptance of the position and ability to meet, within a reasonable time, any requirements for relocation to fulfill the duties of the position. The General Conference Executive Committee shall determine what is a reasonable time.

2. *Appointment*—An individual shall be said to have been appointed when the process by which that individual was chosen involved a decision by an administrative body other than the constituency to be served, except as provided in paragraph 1. above.

B 20 General Conference Sessions

B 20 05 Delegates—General Conference Sessions are made up of delegates duly appointed in harmony with the General Conference Constitution. Such delegates are vested with authority to participate in, and vote on, all questions

coming before the General Conference Session, to elect officers and to have voice and vote in all the affairs of the session.

B 20 10 Nominating Committee—Procedural Guidelines—1. The president of each division is the executive officer placed in general administrative oversight of all activities in the division. As a vice president of the General Conference he is an officer of the General Conference responsible to that body for administration of the work in harmony with General Conference policies. Because he stands in this special and constitutional relationship, the General Conference has a major interest in the nomination of the division president.

2. In order to ensure proper representation of the interest of the General Conference in the nomination of such a vice president as well as that of the division to which he will be assigned, the following shall be the procedure: Under the chair of the newly elected General Conference president or his designee, the members of the Session Nominating Committee from each division shall suggest a mutually agreed upon name to the Nominating Committee for nomination in plenary session.

3. The division presidents shall be among the first nominated after the President, Secretary and Treasurer/ Chief Financial Officer of the General Conference.

4. With the General Conference president or his designee as chair and with the counsel of the newly-elected division president, the members of the Session Nominating Committee from each division shall recommend personnel to the Session Nominating Committee for the positions of secretary and treasurer/ chief financial officer on the division staff. The final decision regarding the nomination of such personnel rests with the Session Nominating Committee. The newly-elected division president will also meet with the Session Nominating Committee for counsel when recommendations regarding that division are being considered.

B 20 15 Election/Appointment of Division Officers and Staff— The election of a president, secretary, and treasurer/ chief financial officer for each division shall be by the General Conference in regular session. However, the General Conference has delegated to each division executive committee the authority to appoint associate officers, field secretaries, and departmental directors/secretaries and associates to serve within its territory. Each division executive committee may appoint its own nominating committee to operate under the chair of the division president for this purpose. Persons holding positions which are to be filled by this process shall not be eligible to serve on the nominating committee. Appointments by the divisions do not require General Conference Executive Committee approval. Such appointments may be made by the divisions through one of the following processes:

1. *At the Time of a General Conference Session*—Those divisions who wish to carry out the appointment process in connection with a General Conference Session, shall follow the procedures as outlined below:

a. Following the election of the division officers, the ex officio members of the division executive committee shall be expanded to include all the delegates of the division.

b. The expanded division executive committee shall choose from its number, a nominating committee.

c. The nominating committee shall report its recommendations to the expanded division executive committee for appointment.

2. *At the First Annual Meeting or Council of the Division Following the General Conference Session*—Those divisions who wish for the opportunity of wider representation in carrying out the appointment process may do so at the first annual meeting or council of the division following the session. They shall follow the procedure as outlined below:

a. The division executive committee/division council shall appoint a nominating committee.

b. The nominating committee shall report its recommendations to the division executive committee/division council for appointment.

B 20 20 Change in Presidency—When at a General Conference Session there is a change in the presidency of the General Conference, the outgoing General Conference President may, at the request of the newly elected President, continue to serve as chair of the business sessions, along with the general vice presidents assigned by the Steering Committee to work with him, until the General Conference Session ends, thus facilitating the smooth disposition of agenda items to be discussed and voted on by the delegates. The incoming President may also ask the outgoing President to continue to chair the Steering Committee as circumstances may indicate. Meanwhile, the newly elected General Conference President shall meet with the Session Nominating Committee as a consultant in the nomination of the elective staff of the General Conference and the world divisions.

B 25 Election of Retirees to Elective Offices

Persons who have retired from denominational service ordinarily shall not be elected to serve in officer or departmental leadership positions since these roles involve full-time responsibilities. In the event that a denominational retirement beneficiary is elected to an officer or department director role, this person shall be remunerated according to the regular wage and benefit provisions of the entity concerned. Denominational retirement plan policies for the person and entities concerned shall address, in conformity with legal requirements, the retirement plan's responsibilities for beneficiaries who re-enter denominational employment.

**B 30 Procedures for the Replacement of President,
Secretary, or Treasurer/ Chief Financial Officer of the General
Conference**

The following procedures shall be followed by the General Conference for filling vacancies which may occur in the offices of President, Secretary, or Treasurer/ Chief Financial Officer of the General Conference, between General Conference Sessions.

B 30 05 The President—1. The Secretary of the General Conference (or the Treasurer/ Chief Financial Officer of the General Conference, if the Secretary is unable to serve) shall serve as the officer in charge of the General Conference until a new President is elected and assumes his responsibilities.

2. The Secretary (or the Treasurer/ Chief Financial Officer, see above) of the General Conference shall immediately notify the presidents of all divisions of the vacancy.

3. The Secretary (or the Treasurer/ Chief Financial Officer, see above) shall request the Undersecretary to call a meeting of the available members of the General Conference Administrative Committee at the earliest possible opportunity. The General Conference Administrative Committee shall specify the time and the place of the meeting of the General Conference Executive Committee to elect the new President. The decisions regarding time, place, and attendance shall be made as follows:

a. Preferably the election shall be scheduled for the next Annual Council of the General Conference Executive Committee; however, if the vacancy occurs three or more months before the next Annual Council, the General Conference Administrative Committee, after counsel with all the divisions, shall set the date and place for a special meeting of the General Conference Executive Committee.

b. All General Conference Executive Committee members shall be invited to attend.

4. A nominating committee, with appropriate representation from each division, shall be appointed by the General Conference Executive Committee, in a manner to be decided, regardless of whether the election takes place at an Annual Council or at a special meeting of the General Conference Executive Committee. Any member of the General Conference Executive Committee shall be eligible to serve on this nominating committee.

5. The nominating committee shall present its recommendation to the General Conference Executive Committee for action.

B 30 10 The Secretary—1. The President, or in his absence the Undersecretary, shall notify all divisions of the vacancy.

2. The Undersecretary shall act as Secretary until such time as a new Secretary is elected and assumes the duties of the office.

3. The election of a new Secretary shall take place at the next Spring Meeting or Annual Council, or at a specially called meeting of the General Conference Executive Committee to which each division shall be invited to send its secretary and treasurer/ chief financial officer.

4. A nominating committee shall function as under B 30 05, paragraph 4.

5. The nominating committee shall present its recommendation to the General Conference Executive Committee for action.

B 30 15 The Treasurer/ Chief Financial Officer —1. The President, or in his absence the Secretary, shall notify all divisions of the vacancy.

2. The Undertreasurer shall act as Treasurer/ Chief Financial Officer until such time as a new Treasurer/ Chief Financial Officer is elected and assumes the duties of the office.

3. The election of a new Treasurer/ Chief Financial Officer shall take place at the next Spring Meeting or Annual Council, or at a specially called meeting of the General Conference Executive Committee to which each division shall be invited to send its secretary and treasurer/ chief financial officer.

4. A nominating committee shall function as under B 30 05, paragraph 4.

5. The nominating committee shall present its recommendation to the General Conference Executive Committee for action.

B 35 Procedures for Referring to the General Conference Executive Committee Questions of Conduct in the Office of President, Secretary, or Treasurer/ Chief Financial Officer

In the event that issues arise which call for a review of conduct in the office of the President, Secretary, or Treasurer/ Chief Financial Officer of the General Conference, the procedures to refer this matter to the General Conference Executive Committee shall be as outlined below.

B 35 05 General Conference President—1. The General Conference secretary, in consultation with other officers of the General Conference, shall call and chair a special meeting of the General Conference Administrative Committee. At its discretion the General Conference Administrative Committee may, by a two-thirds majority vote, place the president on administrative leave (with continuing remuneration) until the matter has been investigated and/or heard by a meeting of the full General Conference Executive Committee. During this time the president shall not be involved in the process, except by invitation.

2. The General Conference Administrative Committee shall determine, by a two-thirds majority vote, the manner and time period in which a question of conduct is investigated and referred to a meeting of the full General Conference Executive Committee.

3. The General Conference secretary shall chair the meeting of the General Conference Executive Committee at which the question of conduct is heard.

B 35 10 General Conference Secretary or Treasurer/ Chief Financial Officer —1. The General Conference Administrative Committee, under the leadership of the president, shall determine, by a two-thirds majority vote, the manner and time period in which a question of conduct of the secretary or treasurer/ chief financial officer is investigated and referred to a meeting of the full General Conference Executive Committee.

2. The General Conference Administrative Committee may, by a two-thirds majority vote, place the secretary or treasurer/ chief financial officer on administrative leave (with continuing remuneration) until the matter has been investigated and/or heard by a meeting of the full General Conference Executive Committee. During this time the officer concerned shall not be involved in the process, except by invitation.

B 40 Administrative Relationships

B 40 05 General Conference Constitution Expresses Unity of Church—As the Scriptures represent the church of Christ as one body, all the parts members one of another, so our Constitution, adopted by the representatives of the worldwide sisterhood of churches, seeks to express the unity and oneness in mission, purpose, and belief of all organizations that make up the Seventh-day Adventist Church, the one undivided remnant church of God.

B 40 10 Representative Character of Church Organization—The truly representative character of our organization is thus set forth in the *Testimonies*: “Every member of the church has a voice in choosing officers of the church. The church chooses the officers of the state conferences. Delegates chosen by the state conferences choose the officers of the union conferences; and delegates chosen by the union conferences choose the officers of the General Conference. By this arrangement, every conference, every institution, every church, and every individual, either directly or through representatives, has a voice in the election of the men who bear the chief responsibilities of the General Conference.”—Vol 8, pp 236, 237.

B 40 15 Unions United in General Conference—As the churches unite in the local, mission, conference or union of churches for mutual help and cooperation in service, so the conferences/missions/fields grouped together unite in the union conference or union mission. In like manner the unions, unions of churches, and entities directly attached to the General Conference in

all the world are united in the General Conference organization. For the more efficient administration of the worldwide work, the organized unions, unions of churches, and any mission fields not included in the unions in great continental or geographical sections are set apart by constitutional provision as divisions of the General Conference.

B 40 20 Divisions a Part of General Conference—The larger and more extensive the work of these divisions, and the less dependent any may become upon help from other divisions in the way of personnel or material support, the greater the necessity of holding closely together in mutual counsel and fellowship. It is ever to be held in mind that each division is a part of the General Conference. In the church of Christ, which is His body, there can be no such thing as one part or member independent of the whole. No division, therefore, is free to pursue a course of action contrary to the will of the whole, or to appropriate to itself the authority of the General Conference in defense of such action. Between sessions of the General Conference, the General Conference Executive Committee is constitutionally the final authority throughout the world field.

B 40 25 Unity Within Divisions—As the divisions seek to cooperate with one another by keeping in close contact with the General Conference, carrying out the General Conference policies agreed upon in council, so within the division all the organizations, union or local, should seek to maintain unity of action by keeping in close contact and counsel with the division office, carrying out policies agreed upon in division councils and executive committees.

B 40 30 Division President—Duties and Relationships—The president of the division is the first officer placed in general administrative oversight of all activities in the division. As a vice president of the General Conference he is an officer of the General Conference, responsible to that body for administration of the work according to plans and programs voted by the General Conference Session and according to plans and policies agreed upon by the executive committee of the division, of which he is chair. It is his duty to stand as counselor to the officers of unions or attached missions/local fields, as well as to those in charge of division departments and institutions.

B 40 35 Division Secretary and Treasurer/ Chief Financial Officer — Duties and Relationships—Associated with the president as executive officers are the secretary and the treasurer/ chief financial officer. It is the duty of these officers to carry forward the work according to plans and programs voted by the General Conference Session, and according to plans and policies agreed upon by the Division Executive Committee. The secretary and treasurer/ chief financial officer shall report to the executive committee after consultation with the president. The treasurer/ chief financial officer shall be held responsible for the accounting system of the division, so that statements

of receipts and disbursements may be supplied monthly to the president's office.

B 40 40 Division Departmental and Association Directors/Secretaries—Duties and Relationships—Departmental and association directors/secretaries shall assist the executive officers of the division in the leadership and nurture of the church, by promoting plans and programs developed in coordination with their General Conference counterparts, and by facilitating the involvement of the membership in the mission of the Church. This will be accomplished through the production of resources, through promotion, coordination, and training. Departmental plans and programs shall be developed and coordinated by the departments under the direction of an administrative officer, be processed through administration, and receive executive committee approval, whenever deemed advisable, before implementation and promotion in the field.

B 40 45 Departmental Staffing at Different Organizational Levels—All departments shall be represented at the General Conference and its divisions, but not all departments will necessarily be needed at all other levels. Careful attention should be given to avoiding the overlapping of functions at various levels. Division administrations shall consult with the General Conference departments and with unions and conferences/missions/fields to determine what their needs are, and what denominational levels are best suited for the production of resources and for the promotion of departmental programs. If unions wish to vary staffing at union and/or conference/mission/field levels, they shall consult with the division and with the conferences/missions/fields to determine the most effective arrangement. Recommendations for variations in staffing shall be referred to constituency meetings, or the executive committees if so authorized, for consideration and decisions. In such planning the channel for transfer of information and materials from one staffed level to the next shall be clearly defined and provided. If it is determined that a service will not be provided at a particular level, it will be implied in that decision that authority is granted to the next higher organizational level to deal directly with the organization to be served.

B 40 50 Departmental Relationships—Union and Local—The principle laid down in B 40 40 as obtaining in General Conference and division relationships applies also to union or local organizations, care being necessary to ensure that all launching of plans shall be based upon action of the executive committee, the executive officers being acquainted with departmental plans and methods of promotion. Thus in every organization all departments will be able to cooperate with one another in field promotion.

B 40 55 Division Committee—General Conference Executive Committee for Division—The executive committee of each division shall function on behalf of the General Conference Executive Committee in the

division, and its authority shall be recognized by union and local organizations in matters of division administration and counsel.

B 40 60 Attached Unions and Conferences—For union or local fields which, because of war emergency or other special reasons, are not included in any division, the General Conference Executive Committee serves as division committee in all matters of division administration and counsel.

B 40 65 Attached Local Fields—1. *Criteria*—When a local conference/mission/field cannot be conveniently included in an existing union organization, due to special circumstances, it shall be attached directly to a division organization and classed as an attached local field.

2. *Special Provisions/Procedures*—The election of officers, the representation on the Division Committee, the delegates to the General Conference session, and the tithe percentage remittances of an attached local field shall be governed by the following special provisions/procedures:

a. *Election of Officers*—Officers and departmental directors of an attached local field (conference/missions) shall be elected in the same way as for a local conference/mission/field, with the division organization taking the place of the union organization in such elections.

b. *Representation on the Division Committee*—The president of the attached local field (conference/mission) shall be a member of the Division Committee.

c. *Delegates to General Conference Sessions*—Representation at General Conference sessions for fields attached directly to the division shall be in harmony with the constitutional provision.

d. *Tithe Percentages*—1) Attached local fields shall pass on to the division organization 10 percent of their tithe receipts, tithe sharing percentages, all mission offerings, and such other funds as may be called for by the policies of the division organization.

2) Union organizations consisting of only one local conference/mission/field which have not been passing on 10 percent of their tithe receipts to the division shall be required to follow the regular policy. Because this may require some financial adjustments, it may be taken into account by the division in the making of the yearly appropriations.

B 45 Personal Relations and Organizational Authority

B 45 05 Unity in Work—It is fundamental that employees counsel together as to plans and policies of work in all organizations, the consensus, or majority conviction, being accepted as the general working plan. Unity in effort is more essential and fruitful in soul winning than exact perfection in plans.

B 45 10 Conciliation and Dispute Resolution—1. Definition of a Grievance—A grievance is defined as any real or imagined feeling of personal injustice which an employee has concerning his employment relationship.

2. *Procedures to follow*—When a grievance procedure is initiated by an employee, he/she is recognizing the authority of the Church and is voluntarily submitting himself/herself to Church channels and authority in the search for a solution to his/her grievance. The procedure shall be as follows:

a. When an employee has a grievance he/she should discuss the problem with his/her immediate supervisor.

b. If the employee is not satisfied with the response of this person he/she may seek assistance through the normal upward line of authority or from the Human Resource Manager.

c. If an employee is still not satisfied he/she may request that his/her problem be considered by the officers of his/her employing organization or the appropriate committee and may request to meet with the committee to present his/her position. During such a meeting the employee may request the presence of a fellow employee who shall be permitted to speak on his/her behalf if he/she so desires.

d. If the grievance has not been resolved at this point, the employee may request that his/her case be considered by the appropriate executive committee or the governing board. The employee must present his/her position in writing to the officers before the date of the committee meeting. He/she may request to appear before the committee to read his/her statement. During such a meeting the employee may request the presence of a fellow employee who shall be permitted to speak on his/her behalf if he/she so desires.

e. In case the employee is not satisfied with the decision of the executive committee or the governing board of his/her employing organization, he/she may appeal his/her case in writing to the officers of the next higher organization. The employee shall send a copy of his/her appeal to the head of his/her employing organization.

f. If the grievance seems to warrant study by a special committee, the officers may appoint a small committee to consider the case. The employee may request to meet with this committee. During such a meeting the employee may request the presence of a fellow employee who shall be permitted to speak on his/her behalf if he/she so desires. The special committee shall present its findings and recommendations to the officers or the executive committee.

g. The decision of the officers or executive committee of the last higher organization appealed to shall be sent to the employing organization for its implementation.

h. If the grievance cannot be solved at the union or division institution level, the next higher organization to be appealed to is the Southern Africa-Indian Ocean Division. In the case of a further appeal, the matter may be

referred by the Division to the General Conference Committee for counsel, it being recognized, however, that decisions as to matters of administrative detail within the Division rest with the Division Committee.

i. The service of an individual who appeals a grievance decision will not automatically be terminated should the Division action favor the employing organization, as long as the action does not preclude him/her from future denominational employment. The employing organization may, however, in consultation with the employee, choose to reassign him/her to other duties. The Division Secretary shall write to the employee stating the outcome of the appeal and a copy of this correspondence shall be placed in the employee's personal file.

B 45 15 Adjustment of Personal Differences—Persons accepting employment in any branch of the work of the denomination must do so upon the definite agreement that they will submit to the properly constituted authority of the church in the matter of adjustment of all personal differences arising between themselves and employing boards or committees, and shall refrain from any legal appeal against such decisions until all denominational resolution processes have been exhausted.

B 45 20 Adjustments of Differences—Divisions and General Conference—If any adjustment is needed regarding differences of opinion arising between the division committee and the General Conference Executive Committee or the General Conference Administrative Committee, the matter shall be referred to the next Annual Council.

B 45 25 Definition of Phrase “For Cause”—The phrase “for cause” when used in connection with removal from an elected or appointed position, shall include but not be limited to misdeeds, incompetence, incompatibility or lack of team work by an elected/appointed person.

B 45 30 Appeals— The Seventh-day Adventist Church makes provision that every agency in the work, from the individual in the remotest station to the responsible committees at every stage of the organization, is assured full privilege, without prejudice, of representing opinion and conviction, and asking consideration and counsel in matters affecting life and service.

B 50 Relationships Between Organizations

B 50 05 Lines of Responsibility—1. *Local Conferences/Missions/Fields*—Local conferences/missions/fields are responsible to the union conference/mission organization of which they are a part, and are administered in harmony with the policies which govern the union.

2. *Union Conferences/Missions*—Union conferences/missions are responsible to the respective division section of which they are a part, and are

administered in harmony with the operating policies of the General Conference and of the division.

3. *Institutions*—Institutions established by church organizations operate with authority and responsibility under their organizational documents, boards of directors, and administrative officers in harmony with church working policies.

B 50 10 Churches and Local Conference/Mission/Field/Union of Churches Sessions— Churches belong to a sisterhood of churches that forms the constituency of a local conference/mission/field/union of churches. The churches appoint delegates who are duly authorized to represent them at constituency sessions of the local conference/mission/field/union of churches. The constituency in session, in units with conference status, elects officers, grants credentials and licenses, adopts or changes the constitution and bylaws, and transacts other business. One of its most important acts is the election of the executive committee, whose duty it is to function for the constituency during the interim between sessions. The executive committee is thus vested with the delegated authority of all the churches within the conference/mission/field/union of churches. The constituency meeting of a unit with mission status does not elect officers. (See B 50 12.) Further, such constituency sessions are conducted under a set of operating policies rather than under a constitution and bylaws.

B 50 12 Appointment/Election of Officers and Staff in Local Mission/Field—The appointment of officers of local missions/fields shall be by the union at a regular session. However, a local mission/field is authorized to elect or appoint all other employees of the local mission/field in harmony with the union policies and within the limits of the budget provided. The union committee shall appoint leadership to fill all vacancies that may occur between regular sessions by death, resignation, or otherwise, in the offices of president, secretary, or treasurer/ chief financial officer of any local mission in its territory.

B 50 15 Local Conferences/Missions/Fields and Union Sessions—A union session is made up of delegates duly appointed by the various local conferences/missions/fields within its territory to represent them in the session. The delegates are vested by the conferences/missions/fields with delegated authority to participate in, and vote on, all questions coming before the session. The united authority of the various conferences/missions/ fields is thus combined in the union organization, which is administered during the interim between sessions by its officers and executive committee in harmony with the relevant constitution and bylaws or operating policy.

B 50 20 [Repealed Annual Council 2011]

B 50 25 Appointment/Election of Officers and Staff in Union Mission/Union of Churches with Mission Status—The appointment of union

mission/union of churches with mission status president, secretary, and treasurer/ chief financial officer shall be by the division committee/division council and shall not be delegated to the union. However, a union mission/union of churches with mission status is authorized to elect or appoint all other employees of the union in harmony with division policies and within the limits of the budget provided. The division committee shall fill all vacancies that may occur between quinquennial meetings by death, resignation, or otherwise, in the offices of president, secretary, or treasurer/ chief financial officer of any union mission/union of churches with mission status in its territory.

B 50 30 [Repealed Annual Council 2011]

B 55 Responsibility and Relationship of Officers

B 55 05 Union Conference/Mission Officers—In order to preserve the unity of the worldwide work, administrators in union conferences and union missions are expected to maintain close counsel with their respective division offices. Conference and mission organizations which, during emergency conditions, may be temporarily detached from division organizations shall maintain close counsel directly with the General Conference.

B 55 10 Union Mission President—The union mission president appointed by the division is a member of the division committee, and is the division representative in the conduct of the work in the union to which he has been appointed. He shall, together with the union committee, supervise and carry forward the work in the union.

B 55 15 Local Mission/Field President—The local mission/field president appointed by the union is a member of the union committee and is the union representative in the conduct of the work in the local mission/field to which he has been appointed. He shall, with the local mission/field committee, supervise and carry forward the work in the local mission/field.

B 55 20 Newly Elected Officers of Conferences/Missions/Fields to Receive Training—Union conferences/missions shall be responsible to arrange for appropriate executive training for newly elected officers of conferences/missions/fields.

B 55 25 Committee Membership of Officers—1. *Members Ex Officio of Lower Organizations*—The officers of higher organizations are members ex officio of the executive committees of lower organizations. Any such officers may attend executive committee meetings of the lower organizations; however, those exercising their voting rights at any one meeting shall not make up more than ten percent of the committee membership present. A spirit of close cooperation shall always be maintained between the lower and the higher organizations, and officers of the lower organizations shall secure counsel

from the officers of the higher organization on all major matters and policies affecting the work of their respective fields.

2. *General Conference and Division Committee Membership*—Each division committee is a section of the General Conference Executive Committee; therefore, any members of the General Conference Executive Committee who are available are members of any division committee.

B 60 Establishing New Constituency-based Organizational Units

New constituency-based organizational units may be established in harmony with procedures outlined below and in compliance with provisions of applicable bylaws and policies.

B 60 05 [Repealed Annual Council 2011]

B 60 10 Organizing New Local Churches—New local churches shall be organized according to procedures outlined in the *Church Manual*.

B 65 Organizing New Missions/Fields/ Conferences /Unions

B 65 05 Responsibility of Administrative Committees—1. The process of organizing new missions/conferences/unions, in each case, is an administrative responsibility of the next higher organization, and great care should be exercised to ensure fiscal and pastoral responsibility and accountability.

2. In order to assist administrations in the process of organizing new missions/conferences/unions thorough study by a committee of experienced individuals shall assess the proposed entity's readiness for the denominational responsibilities of maintaining the Seventh-day Adventist faith and values, nurturing believers, furthering the Church's mission, demonstrating and developing leadership capacity, and fulfilling all financial obligations to the denomination while remaining fiscally viable. The majority of members on such committees, appointed as outlined below, shall consist of persons from higher levels of denominational organization and from others not employed by the entity being assessed.

B 65 10 Organizing New Missions/Fields—1. If it is proposed to organize a new local mission/field, the proposal shall be considered by the respective union executive committee at a time when a full representation of the conferences/missions/fields and institutions in the union is present. Proposals to organize groups of churches into new missions/fields may be initiated by the conference/mission/field, by a group of churches, by the union, or by the division.

2. If the union committee favors the proposal, and the churches to be formed into a new mission/field are part of an existing conference, the union shall request the conference to call a constituency meeting to consider the proposal. In the event of a positive action by the constituency, or where the churches involved are a part of an existing mission/field, the decision shall be conveyed to the division.

3. The division committee shall appoint a survey team to evaluate the proposal. The report and recommendation of the survey team will be submitted to the division executive committee.

4. The final Division Executive Committee decision shall be made at its midyear or yearend meeting, or at a division council.

5. If the Division Executive Committee approves the proposal, the union executive committee shall prepare an operating policy for the mission/field patterned after the model in the General Conference and division working policies. The union executive committee shall also appoint the officers of the new mission/field.

6. The union shall call a constituency meeting of the new organization as soon as possible in order to organize the mission/field. At this meeting, departmental directors and the executive committee shall be elected according to provisions of the mission/field operating policy.

7. The new mission/field shall be presented at the next union constituency meeting for acceptance into the sisterhood of conferences/missions/fields.

B 65 15 Organizing New Local Conferences—(See B 75 05 Criteria for Conference Status)—1. If it is proposed to organize a new conference from an existing mission or from within the territory of an existing conference, the proposal shall be considered by the respective union executive committee, at a time when a full representation of the conferences/missions, and institutions in the union is present. Proposals to organize groups of churches into new conferences may be initiated by the executive committee or constituency session of the currently existing mission or conference, by a group of churches, by the union, or by the division.

2. If the union executive committee favors the proposal, it shall request the local conference/mission executive committee to consider the proposal if it has not already done so. In the event of a positive decision by the local conference/mission executive committee, the union shall appoint a study committee (see B 65 05, paragraph 2. above) to assess the readiness for conference status of organizations involved in the proposal.

3. The study committee, in addition to its assessment role, or a team appointed by the union executive committee, including division and union personnel, shall conduct area meetings in the territory of the new organization to educate the constituency regarding the process of attaining conference

status. In areas where it is considered helpful, a conference status candidacy period may be required.

4. When the union is satisfied that the proposed organization is ready for conference status, the union executive committee shall call a constituency meeting of the current conference/mission to consider the report and recommendations of the study committee. In the event of an action by the constituency in favor of proceeding with the organization of a new conference, the union shall submit a request to the division for an on-site evaluation of the proposed new conference.

5. A survey team appointed by the division executive committee, comprised of union and division personnel, shall make an on-site evaluation. If the survey team is satisfied that the request is appropriate, it shall recommend conference status for the new organization to the division executive committee. In the event the organization is not ready for conference status at the time of the division's evaluation, recommendations will be made and, after a suitable passage of time, a further evaluation conducted.

6. Upon the recommendation of the survey team, the division council or the division executive committee at its midyear or yearend meeting shall determine whether or not to grant conference status.

7. Upon the approval of the division executive committee, the union shall call a constituency meeting of the new organization as soon as possible in order to organize the conference. At this meeting, a conference constitution and bylaws patterned after the model in the General Conference and division working policies shall be adopted. Officers, departmental directors/secretaries, and the members of the executive committee shall be elected according to provisions of the newly adopted constitution.

8. When a new conference has been organized, it shall be received into the sisterhood of conferences at the next union constituency meeting, and recorded at the next midyear or yearend meeting of the division executive committee or at a division council.

B 65 20 Organizing New Union Missions—1. If it is proposed to organize a new union mission, the division officers shall initiate a preliminary consultation with General Conference officers to assess the general merit and implications of such a proposal. If such a consultation results in a decision to study the matter further, the proposal shall be considered by the respective division executive committee at its midyear or yearend meeting, or at a division council. Proposals to organize groups of missions/ conferences into new union missions may be initiated by the union, by a group of missions/conferences, by the division, or by the General Conference.

2. If the Division Executive Committee favors the proposal, and the local conferences/missions/fields to be formed into a new union mission are part of an existing union conference, the division shall request the union to call a

union constituency meeting to consider the proposal. In the event of a positive action by the constituency, or where the organizations involved are a part of an existing union mission, the division shall request the General Conference to appoint a survey team, including General Conference and division representation, to consider the merits of the proposal.

3. The survey team, after its investigation, shall report its findings to the General Conference and Division Executive Committees.

4. If, after considering the findings of the survey team, the division chooses to proceed with organizing the new union mission, it shall record an action to this effect at its midyear or yearend meeting or division council, and forward its recommendation to the General Conference Executive Committee for consideration.

5. The General Conference Executive Committee shall consider the report of the survey team and the recommendation of the division and shall take the appropriate action.

6. If the General Conference Executive Committee approves the recommendation, the Division Executive Committee shall prepare an operating policy for the union mission patterned after the model in the General Conference and division working policies. The Division Executive Committee shall also appoint the officers of the new union mission.

7. The division shall call a constituency meeting of the new organization as soon as possible in order to organize the union mission. At this meeting, departmental directors and the executive committee shall be elected according to provisions of the union mission operating policy.

8. The new union mission shall be presented at the next General Conference Session for acceptance into the sisterhood of unions.

B 65 22 Organizing New Unions of Churches—(See also B 75 12 Criteria for Union of Churches Status) —1. A union of churches structure is designed for unusual circumstances (such as slow church growth/development with limited need for infrastructure, unique geopolitical situations, or peculiar administrative challenges). A union of churches is the sole constituency-based administrative link between the local church and the General Conference/division. Consideration regarding the establishment of unions of churches shall include the following guidelines:

a. A clear demonstration that the new status will enhance the mission of the Church in the specific territory.

b. The establishment of a union of churches shall normally result in a reduction in the number of organizational units, e.g. the combination of conferences/missions should reduce the overall number of entities.

c. Its territory shall be made up of contiguous boundaries or be part of a single country.

d. The geographical boundaries shall not overlap another field or local conference/mission or union conference, union of churches, or union mission.

e. The population of the geographic area shall indicate a strong potential for growth of membership together with an adequate number of churches to establish a new union of churches.

f. While there should be a fair degree of flexibility in the way a union of churches is organized, there should be no sub-units with executive authority and/or treasury accounting functions.

g. A union of churches may own and operate institutions.

2. If it is proposed to organize a new union of churches, the division officers shall initiate a preliminary consultation with General Conference officers to assess the general merit and implications of such a proposal. If such a consultation results in a decision to study the matter further, the proposal shall be considered by the respective division executive committee at its midyear or yearend meeting, or at a division council. Proposals to organize groups of churches or missions/conferences into new unions of churches, or to reorganize a union mission or union conference into a union of churches, may be initiated by a group of missions/conferences, a union conference or union mission, a division, or by the General Conference.

3. When a group of conferences/missions initiates a proposal to organize a new union of churches, the officers of the division and union(s) shall consult with the officers of the organizations making the proposal.

4. When a union conference or union mission initiates a proposal to organize a new union of churches the officers of the division and General Conference shall consult with the officers making the proposal, including the officers of the conferences/missions.

5. If the division executive committee initiates and/or concurs with the proposal initiated elsewhere, and the conferences/missions to be formed into a new union of churches are part of an existing union conference, the division shall request the conferences involved to convene constituency meetings to consider the proposal and, if there is concurrence, to initiate appropriate dissolution procedures as per policy. In the event of a positive action by the constituency, or where the organizations involved are a part of an existing union mission, the division shall request the General Conference to appoint a survey team, including General Conference and division representation, to consider the merits of the proposal.

6. When the General Conference initiates a proposal to organize a new union of churches it shall request the division to consider the matter and, in the event of division concurrence, to implement the processes outlined in paragraph 5. above.

7. Further consideration of a proposal to organize a union of churches will be discontinued when the specific proposal is not approved by:

a. A constituency meeting action of any local or union conference involved in the proposal.

b. An executive committee action of either the division concerned or of the General Conference Executive Committee.

8. The survey team, after its investigation, shall report its findings to the General Conference and division executive committees.

9. If, after considering the findings of the survey team, the division chooses to proceed with organizing the new union of churches, it shall record an action to this effect at its midyear, yearend meeting, division council, or at a time when adequate representation is available, and forward its recommendation to the General Conference Executive Committee for consideration.

10. The General Conference Executive Committee shall consider the report of the survey team and the recommendation of the division and shall take the appropriate action and, if approving the formation of a new union of churches, shall authorize mission or conference status for the new organization.

11. In any situation involving constituency meetings pertaining to the establishment of a new union of churches, the division shall oversee the process of constituency decisions, dissolution of entities, reorganization, determination of organizational status, adoption of constitution and bylaws/operating policies, clarification of operational obligations, and the selection of leaders.

12. The new union of churches shall be presented at the next General Conference Session for acceptance into the sisterhood of member units.

B 65 25 Organizing New Union Conferences—1. If it is proposed to organize a new union conference from an existing union mission or from within the territory of an existing union conference, or to organize a union of churches into a union conference, the division officers shall initiate a preliminary consultation with General Conference officers to assess the general merit and implications of such a proposal. If such a consultation results in a decision to study the matter further, the proposal shall be considered by the respective division executive committee at its mid-year or year-end meeting, or at a division council. Proposals to organize groups of conferences/missions into new union conferences may be initiated by the union, by the executive committees or constituency sessions of a group of conferences/missions, by the division, or by the General Conference.

2. If the division executive committee favors the proposal, it shall request the union mission/conference/union of churches executive committee to consider the proposal if it has not already done so. In the event of a positive action by the executive committee, the division shall appoint a study committee (see B 65 05, paragraph 2. above) to assess the readiness for conference status of organizations involved in the proposal.

3. The study committee, in addition to its assessment role, or a team appointed by the division executive committee shall assist the administration of the conferences/missions/unions of churches desiring to be part of the new union conference in their program of moving toward union conference status. In areas where it is considered helpful, a union conference status candidacy period may be required.

4. When the division is satisfied that the proposed organization is ready for union conference status, the division executive committee shall call a constituency meeting of the current union mission and/or union of churches to consider the report and recommendations of the study committee. In the event of an action by the constituency in favor of proceeding with the organization of a new union conference, the division shall submit a request to the General Conference for an on-site evaluation of the proposed new union conference.

5. A survey team appointed by the General Conference Executive Committee, comprised of division and General Conference personnel, shall make an on-site evaluation. If the survey team is satisfied that the request is appropriate, it shall recommend union conference status for the new organization to the General Conference Executive Committee. In the event the organization is not ready for union conference status at the time of the General Conference's evaluation, recommendations will be made and, after suitable passage of time, a further evaluation conducted.

6. Upon the recommendation of the survey team, the General Conference Executive Committee, at a Spring Meeting or Annual Council, shall determine whether or not to grant union conference status.

7. Upon the approval of the General Conference Executive Committee, the division shall call a constituency meeting of the new organization as soon as possible in order to organize the union conference. At this meeting a union conference constitution and bylaws, patterned after the model in the General Conference and division working policies, shall be adopted. Officers, departmental directors/secretaries, and the members of the executive committee shall be elected according to provisions of the newly adopted constitution.

8. If organization of a new union conference is approved by the General Conference Executive Committee, it shall be received into the sisterhood of unions at the next General Conference Session.

9. If a new union conference is formed from a union of churches or entities that include a union of churches, plans should include the establishment of local conferences/missions in accordance with General Conference *Working Policy*. (See B 65 10, Organizing New Local Missions, and B 65 15, Organizing New Local Conferences.)

B 70 Organizing New Divisions

B 70 05 Organizing New Divisions—1. If it is proposed to organize a new division, or divisions, the proposal shall be considered by the General Conference Executive Committee at an Annual Council when a full representation of the unions and institutions involved is present. Such proposals may be initiated by the division/s or by the General Conference.

2. If the General Conference Executive Committee favors the proposal, it shall request the division(s) involved to call a full meeting of the Division Executive Committee(s) to consider the proposal. The General Conference shall appoint a survey team having the task of preparing specific detailed plans for the division status of the proposed organization(s).

3. A survey team, appointed by the General Conference Executive Committee, comprised of General Conference and division personnel shall make an on-site evaluation. If the survey team is satisfied that the request is appropriate, it shall make its recommendations to the General Conference Executive Committee.

4. Upon recommendation of the survey team, the General Conference Executive Committee, at an Annual Council, shall determine whether or not to grant division status to the new organization(s).

5. In the event that the General Conference Executive Committee votes to establish a new division it shall also arrange for the election of officers to serve the new division. As soon as possible, the General Conference shall call a meeting of representatives of the unions, conferences, and institutions within the territory of the new division, under the leadership of the newly elected division officers, to elect department directors/secretaries and members of the executive committee.

6. Any new division(s) organized during the quinquennium shall be formally introduced to the world Church at the next General Conference Session by the General Conference Secretary.

B 75 Adjustments in Organizational Status

B 75 05 Criteria for Conference Status—As local missions/fields grow in strength and experience, they normally qualify for larger responsibilities in organization and administration. When studying the eligibility of missions/fields for conference status, the following considerations shall serve to guide union and division organizations in studying such authorization:

1. The members and employees of the mission/field for which conference status is being considered shall give evidence of understanding the basic principles by which the churches and the mission/field are administered, particularly demonstrating an appreciation of the spiritual needs and objectives

of the church. The mission/field shall give evidence of possessing both a local and worldwide evangelistic vision.

2. The mission/field shall have attained a well-balanced program in the activities of the church and shall have demonstrated its ability to cooperate with other organizations and institutions of the church. The mission/field shall have developed to the point of being able to provide personnel to serve within its territory and help supply employees for other missions/fields as the occasion may arise. Employees and church membership in the mission/field shall give evidence of their confidence and respect for duly appointed leadership and committees and show willingness to work in harmony with the policies and plans of the denomination.

3. The membership shall be sufficiently large to justify the additional responsibilities implied in a conference organization. Its churches shall be well organized and well staffed with competent and judicious leaders.

4. The mission/field shall be expected to have given evidence over a reasonable time of its capability to operate within its own finances. This is understood to mean not only the operation of the local organization but also sharing the expense of maintaining institutions which benefit the territory of the local mission/field and carrying the usual percentages for the Retirement Plan and other general funds as outlined in the policies of the union and division organizations. The mission/field shall likewise have demonstrated its willingness and ability to carry its share of financial responsibility in the denomination's world mission program as set forth in the denominational policies.

5. The mission/field shall have obtained, for at least two consecutive years, an unqualified auditor's opinion.

6. The mission/field shall have demonstrated its ability to properly store the materials specified in the records retention schedule as provided by the General Conference Office of Archives, Statistics and Research.

B 75 10 Organizing Local Missions/Fields Into Local Conference Status—Procedure—Local missions/fields desiring local conference status shall proceed as follows:

1. The local mission/field shall request its committee(s) for strategic and financial planning to prepare specific detailed incremental plans for moving the mission/field toward conference status.

2. At the request of the local mission/field, the union and the division shall assist the local mission/field administration to complete a self-evaluation form, based on the Criteria for Conference Status outlined in B 75 05, and to prepare for the responsibilities that rest upon a conference.

3. The local mission/field executive committee shall review the completed self-evaluation form, and, if satisfied with the plans for conference status, shall

submit its request to the union for conference status. In areas where it is considered helpful, a conference status candidacy period may be required.

4. If the union executive committee, in consultation with the union committee(s) for strategic and financial planning, finds the local mission/ field request to have merit, it shall ask the division to appoint a survey team comprised of division, union, and local mission/field representatives.

5. The survey team shall conduct an on-site evaluation and report its findings to the union executive committee. In the event the mission/field is not ready for conference status at the time of the division's evaluation, recommendations will be made, and, after a suitable passage of time, a further evaluation conducted.

6. The union executive committee shall study the findings of the survey team and, if satisfied that the mission/field is ready for conference status, shall record an action to this effect at a meeting of the union executive committee when the president of the local mission/field is present, and forward the request to the division for consideration.

7. The division executive committee shall, at a meeting when the president of the union is present, take action on the request and advise the union of its decision.

8. Upon the approval of the division executive committee, the union shall call a constituency meeting of the new organization as soon as possible in order to organize the conference. At this meeting, a conference constitution and bylaws, patterned after the model in the General Conference and division working policies, shall be adopted. Officers, departmental directors/secretaries, and the members of the executive committee shall be elected according to provisions of the newly adopted constitution.

9. Where there has been a change of status from a local mission/field to a local conference, it shall be reported at the next division midyear or yearend meeting/council for acceptance and recording.

B 75 12 Criteria for Union of Churches Status—A decision to establish a union of churches will involve the assessment of many different factors some of which are external to the territory under consideration. However, the church membership and internal infrastructure of the territory also needs to be evaluated. The following criteria must guide this evaluation:

1. Leaders, employees, and members of an organization(s) for which union of churches status is contemplated shall give evidence of possessing a clear perception of the denomination's primary objects which are to supply the spiritual needs of the Church and obey the Lord's commission, "Go. . .and preach the gospel." (Mark 16:15)

2. The membership, employees, and Church leaders should give evidence that they understand the worldwide character of the work and participate by assuming their share of the financial responsibility.

3. The proposed union of churches must demonstrate that it is able to make budgetary provision to adequately staff and care for the various lines of activity and, when necessary, be ready to share its employees with other fields.

4. The union of churches shall demonstrate its ability to develop and administer an adequately staffed departmental and institutional program.

5. The union of churches shall demonstrate its ability to properly store the materials specified in the records retention schedule as provided by the General Conference Office of Archives, Statistics and Research.

6. A spirit of unity shall prevail among the members, employees, and leaders of the field. This unity shall be evident in the plans formulated and in the implementation of the same. It shall be found between individual members and between the various organizations within the proposed union of churches.

7. The membership, the ministry, and the leadership level shall give evidence of understanding and accepting the established principles of denominational administration and relationships between the various organizations. Leaders and committees shall demonstrate a willingness to work in harmony with the working policies of the denomination.

8. Confidence in, and loyalty to, the leadership of the denomination at all levels shall be evident on the part of the membership. Employees and members shall respect the decisions of responsible committees.

9. Administrative officers and committees shall demonstrate an ability to recognize problems which affect the welfare of the work, and thus take steps which will resolve these problems.

10. The major portion of the financial resources for the operating of organizations and institutions shall be found within the territory of the proposed union of churches. However, in locations where an institution and/or organization serves the territory of more than one organizational unit, the major portion of the financial resources for operating the institution and/or organization shall be provided within the territories of the entities served.

11. The proposed union of churches shall possess financial stability, having its operating capital intact. It shall also have adequate resources to meet its financial obligations promptly, including accounts payable to other denominational organizations.

B 75 15 Criteria for Union Conference Status—A union mission should normally develop to the point where the world sisterhood of churches, represented by the division and General Conference, will recognize its readiness to become a union conference with the larger responsibilities thus implied. As a means of evaluating this development and guiding the organizations responsible for determining the readiness of a field for union conference status, the following criteria are established:

1. Leaders, employees, and members of organizations comprising a union field for which conference status is contemplated shall give evidence of

possessing a clear perception of the denomination's primary objectives which are to supply the spiritual needs of the church and obey the Lord's commission, "Go . . . and preach the gospel" (Mark 16:15).

2. The membership, employees, and church leaders should give evidence that they understand the worldwide character of the work and participate by assuming their share of the financial responsibility.

3. The union field should be adequately staffed to care for the various lines of activity and, when necessary, be ready to share its employees with other fields.

4. The union should have demonstrated its ability to develop and administer a balanced departmental and institutional program.

5. The union shall have demonstrated its ability to properly store the materials specified in the records retention schedule as provided by the General Conference Office of Archives and Statistics.

6. A spirit of unity should prevail among the members, employees, and leaders of the field. This unity should be evident in the plans formulated and in the implementation of the same. It should be found between individual members and between the various organizations within the union.

7. The membership, the ministry, and the leadership on the local and union level should give evidence of understanding and accepting the established principles of denominational administration and relationships between the various organizations. Leaders and committees should demonstrate willingness to work in harmony with the working policies of the denomination.

8. Confidence in, and loyalty to, the leadership of the denomination at all levels should be evident on the part of the membership. Employees and members should respect the decisions of responsible committees.

9. Administrative officers and committees should have demonstrated the ability to recognize problems which affect the welfare of the work, and thus take steps which will resolve these problems.

10. One or more of the local organizations should have attained to conference status and should be operating successfully.

11. The major portion of the financial resources for the operating of organizations and institutions should be found within the union territory.

12. The union as a whole, including its subsidiary organizations, should possess financial stability, having its operating capital intact. It should also have adequate resources to meet its financial obligations promptly, including accounts payable to other denominational organizations.

B 75 20 Union Conference Status—Procedure—*The following procedure shall be suspended until further notice. The procedure presented in the guidelines entitled, "Becoming A Union Conference—A Guidebook and Procedural Steps for Changing From a Union Mission to a Union*

Conference” shall be used during this trial period. (See Appendix A in the General Conference Working Policy.)

1. The union mission shall request its committee(s) for strategic and financial planning to prepare specific, detailed incremental plans for moving the union mission toward union conference status.

2. At the request of the union mission, the division shall assist the union administration to complete a self-evaluation form, based on the Criteria for Union Conference Status outlined in B 85 05, and to prepare for the responsibilities that rest upon a union conference.

3. The union mission executive committee shall review the completed self-evaluation form, and, if satisfied with the plans for union conference status, shall submit its request to the division for union conference status. In areas where it is considered helpful, a union conference status candidacy period may be required.

4. If the division executive committee, in consultation with the division committee(s) for strategic and financial planning, finds the union mission request to have merit, it shall ask the General Conference to appoint a survey team comprised of General Conference, division, and union representation.

5. The survey team shall conduct an on-site evaluation and report its findings to the division executive committee. In the event the union mission is not ready for union conference status at the time of the General Conference’s evaluation, recommendations will be made and, after a suitable passage of time, a further evaluation conducted.

6. The division executive committee shall study the findings of the survey team and, if satisfied that the union mission is ready for union conference status, shall record an action to this effect at a meeting when the presidents of the unions are present and forward the request to the General Conference for consideration.

7. The General Conference Executive Committee shall, at its spring meeting or annual council, take action on the request and advise the division of its decision.

8. Upon the approval of the General Conference Executive Committee, the division shall call a constituency meeting of the new organization as soon as possible, in order to organize the union conference. At this meeting, a union conference constitution and bylaws, patterned after the model in the General Conference and division working policies, shall be adopted. Officers, departmental directors/secretaries, and the members of the executive committee shall be elected according to provisions of the newly adopted constitution.

9. Where there has been a change of status from a union mission to a union conference, it shall be reported at the next General Conference Session for acceptance and recording.

B 75 30 Process For Reviewing Status—It is expected that organizations, when established, will experience financial, administrative, and operational stability with prospects for growth and advancement in status. However, from time to time, entities may experience adverse circumstances (such as loss of membership, major reduction in resource patterns, war, or natural calamities) which seriously impede the ability to maintain the current organizational status. In such situations, it may be advisable to adjust the current organizational status for non-disciplinary reasons.

The process to review, revise, suspend, or withdraw organizational status shall be conducted in a manner that permits consultation with, and representation from, organizations affected. A constituency meeting of the entity, whose status is under consideration, will be necessary in order to discuss the reasons for possible adjustment in status and in order to secure consent of the constituency membership. Such a process will seek to reach agreement, among all organizations involved, that an adjustment in status is appropriate. An agreement might provide for a probationary period, normally not exceeding 12 months, during which the entity under consideration addresses the operational issues involved. When such an agreement is reached the constituency and executive committees involved shall record the necessary actions. In the event that such an agreement is not reached the higher levels of organization involved may proceed, in the larger interests of the Church, with an adjustment in status.

A review of organizational status may be initiated by a decision of the executive committee in any higher level of organization that was involved in granting the type of status in question. (The merger or dissolution of local churches is addressed in the *Church Manual*.) If an organizational status review results in a recommendation to adjust the organization's status the following shall apply:

1. When the entity under consideration is a local conference/mission, the decision to adjust status shall be made, after appropriate consultation with the entity concerned and the union executive committee, by the division executive committee at a midyear or yearend meeting.

2. When the entity under consideration is a union conference/mission or union of churches, the decision to adjust status shall be made, after appropriate consultation with the entity concerned and the division executive committee, by the General Conference Executive Committee at a Spring Meeting or Annual Council.

3. Any adjustments in a union's status shall be reported to the next General Conference Session.

The decision to revise, suspend, or withdraw status due to operational reasons shall be effective immediately unless the decision also contains a probationary period, normally not exceeding 12 months, during which the

entity concerned is given opportunity to address the operational deficiencies. The executive committee that made the decision shall determine, at the close of the probationary period, if operational deficiencies have been satisfactorily rectified and, if not, shall implement the adjustment in status upon expiry of the probationary period.

When the decision to adjust an organization’s status becomes effective the organization shall immediately comply with the operational terms and relationships pertaining to its revised status. If the decision to adjust status involves dissolution of the organization concerned, the assets of the organization shall be distributed in harmony with applicable organizational documents (such as Articles or Bylaws).

B 75 35 Survey Commissions—When a division requests the General Conference to establish a new union or change the status of an existing union, the General Conference Administrative Committee will appoint a survey commission. The survey commission shall consist of the following members:

- Chair General Conference Vice President
- Secretary General Conference Secretary (or designee)
- Members General Conference Treasurer/ Chief Financial Officer (or designee)
- Two executive officers (president preferred) from other divisions
- President of division requesting the survey
- Advisors Secretary and Treasurer/ Chief Financial Officer of the division requesting the survey (to be granted voice but not vote)
- Invitees Others at the discretion of the commission

The survey commission shall assess the proposed entity’s readiness for the denominational responsibilities of maintaining the Seventh-day Adventist faith and values, nurturing believers, furthering the Church’s mission, demonstrating and developing leadership capacity, and fulfilling all financial obligations to the denomination while remaining fiscally viable. (For expanded criteria, see B 75 12 and B 75 15).

The survey commission shall submit its report and recommendations to the General Conference Administrative Committee. On the basis of the survey commission’s report, the General Conference Administrative Committee will determine its response to the division’s request. If the response is in support of proceeding with the establishment of a new union or the change of status of an existing union, the General Conference Administrative Committee will forward its recommendation to the General Conference Executive Committee. If the General Conference Administrative Committee’s response is not in support of the organizational change, it shall refer the matter back to the

division and indicate the reasons for such a decision, listing the conditions, if any, that need to be addressed before further consideration of the matter.

B 80 Adjustments in Territory of Organizations

B 80 05 Territorial Adjustments or Resizing of Territories—If it is proposed to make territorial adjustments between local fields or between unions, or to resize the territorial units, the proposal shall be considered by the executive committee of the next higher administrative organization, at a time when a full representation of the territories and organizations involved is present.

2. If the proposal is approved by the executive committee of the next higher level of church organization, the proposal shall then be routed to the executive committee of the division, in the case of local field territories, and of the General Conference, in the case of union territories, where, in each case, the final decision shall be made.

3. If the territory of a conference, a union of churches with conference status, or union conference is involved, the administration of the next higher organization shall use its discretion to examine constitutions and legal requirements to determine whether a constituency meeting should be called and, if so, at what point(s) in the procedure.

B 80 10 Dividing Existing Union Conferences/Missions—Criteria—Care should be exercised to assure that dividing a union conference/mission is of benefit to the mission of the Church and does not add an unreasonable burden to the administration of the work of the Church that would cancel out the benefits. As a means of evaluating the situation and guiding the organizations responsible for determining the benefits of dividing a union conference/mission, one or more of the following criteria shall apply:

1. An increase in the number of local conferences/missions/fields and the total union church membership which places an unmanageable demand on the union staff.

2. A decision on the part of the division, following consultation with the General Conference and the union officers, that the dividing of the union will provide a strategic advantage for the fulfillment of the mission of the Church.

3. Evidence that there is sufficient leadership, with experience and dedication, to staff the new entities and to care for the various departments and functions of the Church.

4. Sufficient financial stability or provisions for the new organizations to be able to meet their financial obligations.

5. The proposal to divide shall be driven by a genuine desire for the advancement of the work of the Church and not by a lack of unity within the union conference/mission.

6. Extremely difficult political situations or lack of adequate infrastructure which hinder travel and proper supervision from one area to another.

7. Internal situations where cultural, linguistic, ethnic, territorial, and/or financial issues render it advisable.

B 80 15 Dividing a Union Conference/Mission—Procedure—1. A proposal to divide a union conference/mission into two or more unions may be proposed by the union conference/mission, by the division, or by the General Conference. In any case, the division officers and General Conference officers shall consult to assess the general merit and implications of such a proposal. If such a consultation results in a decision to study the matter further, the proposal shall be considered by the respective division executive committee and, if approved, the respective division administration shall assist the union administration in assessing the need and viability of the increased number of unions.

2. If, after completing the assessment described above, the division executive committee determines that the proposal has merit, it shall ask the General Conference to appoint a survey team composed of General Conference, division, and union representatives.

3. The survey team shall conduct an on-site evaluation and report its findings to the division executive committee.

4. The division executive committee shall study the findings of the survey team at a meeting at which the union presidents are present and, if satisfied that dividing the union will be an advantage to the mission of the Church, shall record an action to this effect and forward the request to the General Conference for consideration.

5. The General Conference Executive Committee shall, at its Spring Meeting or Annual Council, take action on the request and advise the division of its decision.

6. Upon the approval of the General Conference Executive Committee, the division shall call a constituency meeting of the union conference/mission in order to initiate proceedings for the establishment of the new unions. Delegates will be asked to vote to dissolve the union conference/mission as a first step in the organization of the new unions.

7. For any new union conferences, the division shall call constituency meetings of the delegates representing the new territories to elect officers, department directors, and members of the union executive committees and to adopt constitutions and bylaws.

8. For any new union missions, the division executive committee shall appoint the officers and approve operating policies. The division shall then call

constituency meetings of delegates representing the new territories to elect department directors and union mission executive committees.

9. The General Conference Executive Committee shall recommend that the new unions be received into the sisterhood of unions at the next General Conference Session.

B 85 Union of Churches
[Repealed Annual Council 2011]

B 90 Discontinuation of Organizations

B 90 03 Reasons for Discontinuation of Organizations—Circumstances relating to the viability or need for an entity may change. Organizational units may be discontinued for various reasons including:

1. Merger with other entities. A merger that would result in the discontinuance of an organization with conference status requires the consent of the constituency meeting of that organization.

2. Action of the constituency session to dissolve the organization. (See the *Seventh-day Adventist Church Manual* regarding the dissolution of local churches.)

3. Disciplinary action by a constituency meeting of the sisterhood of organizations to which an entity belongs.

B 90 05 Discontinuation of Conferences, Missions/Fields and Unions by Merger—If it is considered beneficial for the strengthening of the work of the Church to reduce the number of organizations within a specific territory, steps may be taken to merge into one, two or more conferences/missions/fields or two or more unions or unions of churches. A proposal to merge may be initiated at any of the administrative levels of the Church. In the event that a merger takes place, the new organization shall be received into the appropriate sisterhood at the next constituency meeting of the next higher organization.

B 90 10 Merger of Local Missions/Fields—1. If it is proposed to merge two or more conferences/missions/fields,, the matter shall be considered by the executive committees of the units concerned and a recommendation forwarded to the union executive committee.

2. The union executive committee shall assess the recommendations and their implications for the growth and development of the Church in the territory concerned.

3. If the union executive committee approves the proposal, it shall request the division executive committee to consider it.

4. If the division executive committee approves the merger, it shall authorize the formation of the new organization (local conference/mission) or

recommend, to the General Conference Executive Committee, the formation of a union of churches with conference or mission status. The merger shall proceed subject to dissolution, by the union, of any local mission involved and by corresponding action of the constituency meeting of any conference involved.

5. If the new unit is to function as a local mission, the union shall call, as soon as possible following the action to merge, a union executive committee meeting to adopt an operating policy for the new mission/field, patterned after the model in the General Conference *Working Policy*, and to appoint the mission/field officers. The union shall call a constituency meeting of the new mission/field at the earliest possible convenience to determine leadership staffing and executive committee membership.

6. If the new unit is to function as a local conference or union of churches, the union (in the case of a union of churches, the division) shall arrange for a joint constituency meeting of the merging units. This newly convened constituency meeting shall adopt a constitution and bylaws for the new conference/union of churches, or operating policy in the case of a union of churches with mission status; elect officers (in the case of units with conference status) and the membership of the executive committee. The constitution and bylaws or operating policy shall be based on model documents in the General Conference *Working Policy*.

7. All assets and any liabilities of the merging organizations shall become the responsibility of the new organization.

8. Following any actions involving the dissolution of a local mission/field and the establishment of a new local mission/field, the union shall recommend to the next union constituency meeting that the resulting changes to the sisterhood of member units in the union be accepted. In the case of a new union of churches being formed as a result of merger, the General Conference Executive Committee shall recommend, to the next General Conference Session, its acceptance into the sisterhood of unions.

B 90 15 [Repealed Annual Council 2011]

B 90 20 [Repealed Annual Council 2011]

B 90 25 Merger of Union Conferences/Union Missions/Unions of Churches—1. If a proposed merger involves unions and/or unions of churches, the matter shall be considered by the union executive committees involved and a recommendation forwarded to the division executive committee.

2. The division executive committee shall assess the recommendations and their implications for the growth and development of the Church in the territory concerned.

3. If the division executive committee approves the proposal, it shall request the General Conference Executive Committee to consider it.

4. If the General Conference Executive Committee approves the proposal and authorizes the formation of a new union/union of churches, the following procedure shall be followed:

a. If union missions or unions of churches with mission status are involved, the General Conference Executive Committee shall, at an Annual Council, vote their dissolution.

b. If union conferences or unions of churches with conference status are involved, the division shall call, or arrange for the entities to call, constituency meetings to approve the proposal and to vote the dissolution of current entity.

5. If the new union/union of churches is to function with mission status, the division, as soon as possible after a General Conference Executive Committee decision authorizing the new entity and after actions by relevant parties to dissolve the units affected, shall convene a division executive committee to adopt an operating policy, based on the model in General Conference Working Policy; and appoint officers for the new organization. The division shall then arrange for a constituency meeting of the new entity to appoint other leaders and to elect members of the executive committee.

6. If the new union/union of churches is to function with conference status, the division, as soon as possible after a General Conference Executive Committee decision authorizing the new entity and after actions by relevant parties to dissolve the units affected, shall call a constituency meeting of the new entity to adopt a constitution and bylaws, based on the model in the General Conference Working Policy; and to elect the officers, department directors, and executive committee members.

7. All assets and any liabilities of the merging organizations shall become the responsibility of the new union conference.

8. Following any actions involving the dissolution of a union/union of churches or the establishment of a new union/union of churches, the division shall recommend to the General Conference Executive Committee that the changes of status be approved at the next General Conference Session.

95 Discontinuation of Organizations by Voluntary or Involuntary Dissolution

B 95 05 Discontinuation of Conferences, Missions, Fields, Unions, and Unions of Churches by Dissolution and/or Expulsion—If a situation arises where it is determined by the higher organization that the majority of members of a conference, a mission, a field, a union, or a union of churches are in apostasy, or that the organization refuses to operate in harmony with denominational policies and constitutional requirements, and is in rebellion,

the higher organization has a responsibility to act for the protection of its loyal members, and the good name of the Church. Every effort should be made to avert the need for dissolution by counseling with the leadership and members, seeking to bring healing and reconciliation, and to preserve the organization as a witness for God and His saving truth. If conciliatory efforts fail and discontinuation appears to be the only solution, the higher organization shall have authority to act as set out under B 95 10 and B 95 15.

B 95 08 Dissolution and/or Expulsion of Local Churches—The dissolution and/or expulsion of local churches is addressed in the *Seventh-day Adventist Church Manual*.

B 95 10 Dissolution and/or Expulsion of Local Conferences/Missions/Fields—If, in the opinion of a union conference/mission administration, a local conference/mission/field appears to be in apostasy or rebellion, and the procedures outlined under B 90 05 have been followed, but have proved unsuccessful, the following steps shall be taken:

1. The matter shall be considered by the union executive committee at a duly called meeting of committee members, at which time all the relevant data shall be shared, and the union executive committee shall determine whether or not the conference/mission/field is in apostasy or rebellion.

2. a. In the case of a local mission/field: If the union executive committee determines that a local mission/field is in apostasy or rebellion, and should be dissolved, it shall take an action to dissolve the local mission/field, and shall recommend to the next union session, or to a specially called session, the expulsion of the local mission/field from the sisterhood of missions/fields.

b. In the case of a local conference: If the union executive committee determines that a local conference is in apostasy or rebellion, and should be expelled from the sisterhood of conferences, the union shall seek counsel from the division.

1) The union, in consultation with the division, shall use its discretion to decide whether another local conference constituency meeting should be called, and if so, at what point in the procedure.

2) The union shall submit a recommendation for expulsion of the local conference from the sisterhood of conferences to the next union session, or to a specially called session if there is no evidence of conciliation on the part of the conference.

3. If the union constituency votes to expel the conference/mission/field from the sisterhood of conferences/missions/fields, it shall, as a companion action vote to take into the care of the union all the churches of the conference/mission/field until reorganization, or some other provision can be arranged.

4. The union executive committee, functioning in place of the conference/mission/field constituency, shall proceed to disband any local

churches which prove to be disloyal, and to redistribute remaining churches by territorial adjustment and/or reorganization.

5. The union executive committee shall make provision for the preservation of the membership of any such churches by holding records of their membership at the union until appropriate arrangements can be made.

6. In the event of the dissolution of a local mission/field and/or the expulsion of a local conference/mission/field from the sisterhood of conferences/missions/fields, audits of the financial and membership records of the conference/mission/field shall be conducted. All assets remaining after all claims have been satisfied shall be dealt with as specified in the conference constitution and bylaws; mission/field operating policy; articles of incorporation of the organization. Assets not so covered shall be transferred to a legal entity authorized by the division.

7. If, with the passage of time and efforts toward healing and restoration, it seems desirable for the nurture of the members and for the mission of the Church to reorganize the conference/mission, the process set out under the relevant section of B 65 shall be followed.

B 95 15 Dissolution and/or Expulsion of Unions/Unions of Churches— If, in the opinion of a division administration, a union/union of churches appears to be in apostasy or rebellion, and the procedures outlined in B 95 05 have been followed, but have proved unsuccessful, the following steps shall be taken:

1. The matter shall be considered by the division executive committee at a duly called meeting of the committee, at which time all the relevant data shall be shared. The division executive committee shall then determine whether or not the union/union of churches is in apostasy or rebellion.

2. a. In the case of a union mission/union of churches with mission status: If the division executive committee determines that a union mission/union of churches with mission status is in apostasy or rebellion and should be dissolved, it shall take an action to dissolve the organization, and shall recommend to the General Conference Executive Committee the expulsion of the unit from the world sisterhood of unions.

b. In the case of a union conference/union of churches with conference status: If the division executive committee determines that a union conference/union of churches with conference status is in apostasy or rebellion and should be expelled from the world sisterhood of unions, the division shall refer the matter to the General Conference Executive Committee with the recommendation for expulsion from the world sisterhood of unions and the reasons for it.

3. The General Conference Executive Committee, in consultation with the division, shall use its discretion to decide whether another union conference

constituency meeting should be called and, if so, at what point in the procedure.

4. The General Conference Executive Committee shall consider the recommendation of the division executive committee at its Spring Meeting or Annual Council. If it approves the proposal for expulsion, the General Conference Executive Committee shall refer the recommendation to the next regular or specially called General Conference Session for consideration.

5. If a General Conference Session concurs with a recommendation to expel and votes to expel a union from the world sisterhood of unions, the division shall exercise direct responsibility for the conferences and/or missions/fields affected by the expulsion and shall, through its executive committee, take an action to attach them directly to the division until a new organization can be established or a rearrangement of territorial boundaries effected. Disloyal conferences/missions/fields shall be dealt with in harmony with the principles set out under B 75 10. In the event that a union of churches is expelled from the sisterhood of unions, the division executive committee shall vote to take into the care of the division all churches of the union of churches until reorganization or a redistribution of boundaries can be arranged. The division executive committee, functioning in place of the expelled union of churches constituency, shall have authority to disband any local churches which prove to be disloyal and to redistribute remaining churches by territorial adjustment and/or reorganization.

6. In the event of the dissolution of a union mission/union of churches with mission status and/or the expulsion of a union/union of churches with conference status from the sisterhood of unions, audits of the financial records of the union conference/union mission shall be conducted. All assets remaining after all claims have been satisfied shall be transferred to a legal entity authorized by the division, or dealt with as specified in the expelled entity's constitution and bylaws or operating policy.

7. If, with the passage of time and efforts toward healing and restoration, it seems desirable for the nurture of the members and for the mission of the Church to reorganize the union/union of churches, the process outlined under the relevant section of B 65 shall be followed.

B 95 20 [Repealed Annual Council 2011]

GENERAL ADMINISTRATIVE POLICIES

BA 05 Annual Councils

BA 05 05 Purpose—A meeting of the Executive Committee of the General Conference, known as the Annual Council, shall be held yearly for the purpose of considering budgets from the divisions and making appropriations, and for the transacting of business pertaining to the general policy of the worldwide field.

BA 05 10 Authorized Major Meetings—The Annual Council shall authorize and schedule such major meetings as are to be held during the ensuing calendar year.

BA 05 15 Effective Date of Actions—The effective date of actions taken by an Annual Council shall be the ending date of the respective Annual Council unless specifically stated otherwise in a given action.

BA 10 Spring Meetings

BA 10 05 Purpose—A meeting of the Executive Committee, known as the Spring Meeting, shall be held annually for the purpose of receiving the audited financial reports of the General Conference and for transacting regular Executive Committee business.

BA 15 Church Manual

BA 15 05 Standards and Practices—The standards and practices of the church are based upon the principles set forth in the *Church Manual*, published by the General Conference. These principles are to be followed in all matters pertaining to the administration of local churches both within the church and in its relationship to higher levels of organization. No attempt should be made by any employee to set up standards of membership or to make, or attempt to enforce, rules or regulations for the church which have not been adopted by the general body of believers and which are not set forth in the *Church Manual*.

BA 15 10 Changes/Revisions Only by GC Session—The *Church Manual* may be changed or revised only by the General Conference in session. (See General Conference Report, No 8, p 197, June 14, 1946.) The content of the *Church Manual* is presented in two formats, namely, Chapters and Notes. The main content of each Chapter is of worldwide value and applicable to every local church. Acknowledging the need for some variations in the operations of local churches, additional material which is explanatory in nature has been

added as Notes at the end of some of the Chapters and is intended to serve as guidance.

If revisions to the Notes of the *Church Manual* are requested and are processed through the relevant constituent levels of the Church, the Church Manual Committee will consider the requested revisions. If approved, the revisions will be acted upon by the General Conference Executive Committee at the final Annual Council meeting of the quinquennium so as to coordinate them with any changes to the main content of the *Church Manual* that will be recommended to the next General Conference Session. However, the General Conference Executive Committee may address changes to the Notes at any Annual Council.

The Church Manual Committee shall be authorized to perform routine editorial tasks which do not alter the meaning of the current text of the *Church Manual*. A report of the Church Manual Committee's editorial work shall be presented, through the General Conference Administrative Committee, to the General Conference Executive Committee at its final Annual Council meeting of the quinquennium. In the event that the Administrative Committee or the General Conference Executive Committee determines by a one-third vote that such editorial work substantively alters the meaning of the current text, such proposed changes will be decided by a General Conference Session.

BA 15 15 Divisions Responsible for Translations—Divisions shall be responsible to assure that all translations of the *Church Manual* published or circulated in their respective territories are accurate translations of the *Church Manual*, English Version, adopted by the General Conference in session.

BA 15 20 Division Supplements—The *Church Manual* applies to the world field, and divisions should make it available in the languages of their respective areas. Each division, including the North American Division, should prepare a “supplement” to the *Church Manual*, not in any way modifying it, but containing such additional matter as is applicable to the conditions and circumstances prevailing in the division. The manuscripts of these “supplements” shall be submitted to the General Conference Executive Committee for endorsement before being printed. (See GC 1948 Annual Council, page 19.)

BA 20 Sabbath School Bible Study Guides

BA 20 05 Sabbath School Curriculum and Bible Study Guides—

1. The General Conference, in consultation with its divisions, establishes a denomination-wide curriculum for each age level and prepares Sabbath School Bible Study Guides, providing for Sabbath School members to study the same age-appropriate Bible lessons concurrently.

2. The purpose of a denomination-wide system is:

a. To strengthen and unify the Church through the development and utilization of carefully planned curricula and Sabbath School Bible Study Guides that have been evaluated and approved by manuscript evaluation committees in world divisions and in residence at the General Conference.

b. To ensure that the teachings of the Bible, as understood by the Seventh-day Adventist Church, are consistently and uniformly presented.

3. Manuscript evaluation committees for all Sabbath School Bible Study Guides shall be approved by the General Conference Administrative Committee.

4. The General Conference Administrative Committee is the publisher (though not the printer) of all Sabbath School Bible Study Guides for the world Church. Where necessary, a division committee may arrange for the translation, formatting, or learning style and cultural adaptation of the Sabbath School Bible Study Guides, using the guidelines as approved by the General Conference Executive Committee at the 2000 Annual Council.* Names of translators and the manuscript evaluation committee members shall be published in the respective Sabbath School Bible Study Guides.

5. In addition to the officially approved manuscripts, the General Conference, through the editors, shall provide teachers' editions of the Sabbath School Bible Study Guides.

BA 20 10 Curriculum Development Function—The editors of the Sabbath School Bible Study Guides, in conjunction with the world Sabbath School curriculum committees, which usually meet at least once per quinquennium, shall develop the curriculum for Sabbath School Bible Study Guides at all age levels and make recommendations to the General Conference Administrative Committee through the Sabbath School Publications Board.

BA 20 15 Sabbath School Publications Board—The Sabbath School Publications Board, a standing committee appointed by the General Conference Administrative Committee, is the primary organization to facilitate the functions of the Sabbath School Bible Study Guides editorial offices. In this role, the Sabbath School Publications Board, through the editors, is responsible for the development of all Sabbath School Bible Study Guides manuscripts. As the publisher of the Sabbath School Bible Study Guides, the General Conference Administrative Committee is responsible for the content of both the students' and teachers' manuscripts. The content of program helps is the responsibility of each of the world divisions.

BA 20 20 Editors—Because of the theological and spiritual significance of Sabbath School sponsored Bible study for all age levels of the Church, the editors of the Sabbath School Bible Study Guides for all age levels shall be appointed by the General Conference Executive Committee and are responsible to the General Conference Administrative Committee through the

Sabbath School Publications Board, or as may be indicated in their job descriptions.

BA 25 Legal Organizations

BA 25 05 Incorporating Organizations—It is the general plan not to incorporate or register regular denominational organizations except those involved in the holding of real estate or where required by law.

The General Conference divisions, unions, and local conferences/missions have separate identities for their legal purposes. No church organization or entity assumes responsibility for the liabilities, debts, acts, or omissions of any other church organization simply because of its church affiliations. The incorporation or registration of legal entities of the Church, other than at the General Conference level, is subject to division policy which takes into consideration the principles of denominational organization and representation, laws of jurisdictions, and the specific needs of the Church in the geographic areas served. Unless local laws require otherwise, the local church operates under the legal structure of the local conference, mission, or union of churches and not as a separate legal entity.

BA 25 10 Authorization—Division institutions and subsidiary organizations planning to form legal corporations shall first secure approval from the Southern Africa-Indian Ocean Division Executive Committee.

BA 25 15 Relationships to Conferences—The conference association, or corporation, serves primarily in a legal and trustee capacity. Associations/Corporations hold, manage, and invest trust funds and legally and officially channel unrestricted matured funds as directed by action of the conference executive committee.

BA 30 Legal Counsel

BA 30 05 Employment of Legal Counsel—The Seventh-day Adventist Church at all levels—General Conference, division, union, and local conference/mission/field—shall seek and use legal counsel to safeguard the Church in the fulfillment of its mission.

BA 30 10 Seventh-day Adventist Lawyers—Priority shall be given to the selection of qualified lawyers who are members of the Seventh-day Adventist Church and are duly licensed in the appropriate jurisdiction and display the professional credentials appropriate to the need of the Church in that jurisdiction.

BA 30 15 Functions of Legal Counsel—Lawyers advising and representing the Church and its institutions shall in all matters and at every opportunity give legal counsel consistent with the laws of the applicable

jurisdiction. Above and beyond basic legal requirements, lawyers should advise the Church as to what appears to be fair, just, moral, and equitable, thereby seeking to direct the Church toward a position of moral and social leadership in harmony with scripture and reflective of Christian love.

BA 35 Financial Consequences of Litigation

When the General Conference/division is drawn into litigation as a result of a decision of another church entity and that decision has not been approved by the General Conference/Division Executive Committee, the other church entity shall reimburse the net amount of damages, court costs, fees of legal counsel, and fees of accountants or other experts paid by the General Conference/a division.

BA 40 Seventh-day Adventist Trademark Policy

BA 40 05 Statement of Philosophy—The Seventh-day Adventist Church has an historical, evangelical, and proprietary interest in trademarks, service marks, and trade names (referred to collectively herein as “trademarks”) developed by the Church and its related organizations. This policy shall apply to the General Conference of Seventh-day Adventists, the world divisions and departments of the General Conference of Seventh-day Adventists, and other services, organizations, and corporations listed as General Conference entities in the current Seventh-day Adventist Yearbook (referred to collectively herein as “General Conference”). This policy shall also apply to other Seventh-day Adventist entities or organizations utilizing trademarks owned or controlled by the General Conference. Further, it is anticipated that Seventh-day Adventist church members and supporting ministries shall abide by these policies. It shall be the policy of the General Conference to obtain maximum legal protection under applicable law in harmony with procedures and guidelines listed below. Organizations authorized to use trademarks shall include the appropriate indicia of ownership as permitted in their jurisdiction to attribute ownership of the trademarks. For instance, the ® should be used where registration is held and the ® correctly attributes that ownership registration.

BA 40 10 Ownership—All legal rights in any trademark utilized by the General Conference, as defined, shall be vested in the General Conference Corporation with use by a related or subsidiary entity subject at all times to approval and review by the General Conference Corporation.

BA 40 15 Registration and Fees—Trademark registration shall be obtained through the General Conference Office of General Counsel pursuant to an enabling action of the General Conference Corporation. Legal fees and other expenses incidental to maximizing trademark protection shall be paid in

full by any department, subsidiary, or related organization of the General Conference initiating the process or utilizing the trademark with the understanding that ownership at all times shall be vested in the General Conference Corporation.

BA 40 20 Protection of Trademarks—[Repealed Annual Council 2008.]

BA 40 25 Unauthorized Use—It shall be the responsibility of the divisions to monitor and review any unauthorized use of trademarks registered in the name of the General Conference Corporation. In the event that a registered trademark or name is being used without authority, the division shall initiate the Trademark Protection Procedures outlined in BA 40 50 in order to protect the proprietary interests of the Church as well as its good name. Approval by the General Conference Corporation through the General Conference Administrative Committee shall be obtained prior to the implementation of any legal action.

BA 40 30 Other Trademarks—Seventh-day Adventist entities other than the General Conference shall be entitled to maintain trademark ownership and registration for various marks in their own names so long as such application, ownership, and use do not conflict with existing trademarks, legal rights, and/or policy of the General Conference. The General Conference Office of General Counsel shall provide assistance and direction to non-General Conference entities as necessary.

BA 40 35 Limitation of Rights—Nothing in this policy shall be construed or interpreted as limiting any of the legal rights of the General Conference Corporation with respect to its ownership and use of any and all of its trademarks.

BA 40 40 Use of Existing Marks—Existing trademarks include, but are not limited to, the denominational logo, the name “Seventh-day Adventists” and/or “Adventist,” or any derivative of such trademarks, including, but not limited to “SDA.” Use of trademarks may be authorized as follows:

1. Church entities that have denominational status and are included in the current *Seventh-day Adventist Yearbook* shall have an automatic license to use these trademarks in their names and ministries by virtue of this policy unless specifically revoked by the General Conference Corporation. Such trademarks shall not be utilized in commercial endeavors.

2. Local churches and companies may use these trademarks in their names and ministries following approval of status by the local conference/mission/field. Such trademarks shall not be utilized in commercial endeavors.

3. Church members, supporting ministries, and business or professional groups shall not utilize trademarks owned by the General Conference Corporation without its express written approval. Applications for such use

shall be made to the General Conference Corporation through the Office of General Counsel. Granting a license to use trademarks owned by the General Conference Corporation shall be at the sole discretion of the General Conference Corporation based on the following conditions:

- a. Recommendation by the local conference/mission/field that the lay or professional group requesting trademark usage be granted the license;
- b. The activities of church members, supporting ministries, and business or professional groups shall be in harmony with the teachings of and specifically supported by the Seventh-day Adventist Church;
- c. The organization's board and membership shall consist of Seventh-day Adventists in regular standing;
- d. The anticipated use of the trademark shall not be in conflict with previously granted license(s); and
- e. The trademark shall not be utilized for commercial purposes, except as approved by the General Conference Corporation.

BA 40 45 Right to Revoke—The General Conference Corporation shall maintain the right to revoke permission for the use of any trademarks by any denominational entity, church member, supporting ministry, and business or professional group at any time, with or without cause.

BA 40 50 Trademark Protection Procedures—It is the responsibility of every organizational entity, at all levels of the Seventh-day Adventist Church, to protect the names Seventh-day Adventist, Adventist, and SDA (or their equivalents in other languages). Any unauthorized use of the name (see BA 40 05) shall be reported to the officers of the division. The division, in cooperation with the reporting entity, shall attempt to obtain a simple remedy. If this is not successful, the division shall advise the General Conference Corporation of the matter who, through the Office of General Counsel, will work with the division to resolve the issue.

If all attempts to bring resolution fail, and it is determined that legal action is required to protect the Church's trademarks, the reporting entity, in cooperation with the division and in consultation with the General Conference Corporation Office of General Counsel, may recommend redress through the courts. Further, the General Conference Corporation reserves the right to initiate such legal action on its own in consultation with the division and other Church entities located where the unauthorized use occurs.

Prior to the initiation of legal action, the appropriate administrative committees of each entity involved in legal proceedings to protect the name are to officially record approval. Unless another organization agrees in writing to bear legal costs, the entity initiating legal action will be responsible for such costs. Information regarding the matter should be disseminated to church members and other interested parties in order to keep them informed regarding the case and eliminate or reduce criticism of the church for initiating legal action.

BA 40 55 Authorizations for Divisions—The General Conference Corporation may authorize divisions with both a corporate basis and expert legal counsel to implement trademark protection procedures in cooperation with the General Conference Office of General Counsel.

BA 45 General Conference International Personnel Resources and Services

BA 45 05 General Conference International Personnel Resources and Services—The General Conference has established a service, officially named the International Personnel Resources and Services (IPRS).

1. A General Conference Associate shall be responsible for the International Personnel Resources and Services.

2. The General Conference International Personnel Resources and Services office is located in Silver Spring, Maryland.

3. Division committees may appoint such transportation representatives as are considered advisable to serve their fields.

4. A transportation agent may be appointed for each union conference/mission territory and for important regional centers where the territory is not adequately served by general agents.

BA 50 Institutional Organizations

BA 50 05 Composition of Constituencies—The composition of constituencies of institutions shall reflect the policies of the respective church organization that established the institution or its parent. A majority of constituency members for a General Conference institution shall be persons who serve as members of the General Conference Executive Committee. At a minimum, this majority shall include officers of the General Conference and its divisions plus members of the General Conference Executive Committee residing in the division where the General Conference institution is located. In addition, the bylaws of General Conference institutions shall include a provision that a special constituency shall be convened upon receipt by the board chair, of such a request having documented approval of fifty percent or more of the General Conference Executive Committee members who are members of the institution's constituency.

BA 50 10 Election of Institutional Boards/Councils—Institutional boards/councils are to be elected by the constituency (or equivalent) of the institution, and the election shall ordinarily be for the period between regular sessions of the constituency. (Local field institutions, two or three years; union field institutions, five years.)

BA 50 15 Appointment of Institutional Administrators—The appointment of institutional administrators shall be by the board of the institution and not by direct action of the constituency of the institution.

BA 55 Procedure in Electing Institutional Boards/Councils and Administrators

BA 55 05 Appointment of Boards/Councils—Management boards/councils of institutions shall be appointed by the organizations controlling the institutions in harmony with the provisions of the constitutions/charters of such bodies. In the case of Division institutions, the Division Committee shall appoint the boards quinquennially. In the case of field institutions, boards shall be appointed according to the field operating policy.

BA 55 10 Duties of Boards/Councils—The duties of institutional boards/councils shall be as follows:

1. To hold meetings for transaction of the business of the institution.
2. To accept legal responsibility for the operating of the institution and the conduct of its business.
3. To appoint all institution leaders, such as principal, administrator, medical director, business manager, heads of departments, and committees of the boards/councils, and to define the scope of their authority and responsibility. [For Primary and Secondary school boards see *SID Working Policy* FE 20 55, Section 7.]
4. To implement the overall policy of the institution.
5. To determine major business transactions of the institution, such as land purchase, new buildings, major alterations, purchase of expensive equipment, etc.
6. To determine major personnel appointments and changes.
7. To receive gifts and other assets on behalf of the institution.
8. To approve the annual budget and to receive from the administration regular reports indicating the relationship of current operating costs to the budget.
9. To ensure that the institution operates within the budget provided, and in matters of capital expenditure beyond replacement of equipment for which specified funds are available, it shall seek the counsel of the controlling organization.
10. To review all wages and expenses of employees paid by the institution.

BA 55 15 Composition of Boards/Councils—The institutions referred to under this section are establishments operated and controlled by the Division, unions, conferences, and mission/field organizations.

1. *Universities*—a. *Ownership*—These institutions are owned and operated by the Southern Africa-Indian Ocean Division of the General Conference of Seventh-day Adventists. These institutions offer course work at undergraduate

and graduate level in harmony with the policies of the General Conference Department of Education and institutional constitution/charter and bylaws.

b. *Management Board/Councils*—The university councils/boards of trustees are appointed in harmony with the provisions of the constitutions/charters of such bodies and function as outlined under the charter/statutes/constitution of the university. Two meetings of the council/board of trustees shall be held each year for the institution, of which one shall be held on campus. Other meetings of the council/board may be called by the chairman at such time and place as circumstances indicate. An executive committee of the university council/board of trustees shall be appointed by the council/board of trustees to act on its behalf between full council/board meetings.

c. *Operating Policy*—The administrative, financial, and industrial policies of the university shall be under the direction of the management council/board and shall harmonize with the policies of the General Conference and charter/statutes/constitution of the institution.

d. *Appointment of Staff*—The members of the staff shall be appointed by the university council/board.

e. *Functions of the Council/Board*—For fuller details of the responsibilities and functions of the council/board, see the Charter/Constitution and Bylaws of the respective institutions.

f. *Fees, Salaries, and Expenses*—The council/board shall determine the fees of the institution. It shall also set and review the salaries and expenses of the staff.

2. *Union Colleges/Schools*—The management councils/boards of union colleges/schools shall consist of not less than nine and not more than fifteen members, except as the Union Committee shall approve otherwise, and shall include the following: union president, chairman; college president/school principal/headmaster, secretary; school business manager; union secretary, union treasurer/ chief financial officer; union field secretary; union education department director; presidents of local conferences and/or fields served by the college/school; and at least two additional members of the constituency served by the institution.

3. *Union Hospitals*—The management boards of union hospitals shall consist of not fewer than eleven and not more than fifteen members, except as the Union Committee shall approve otherwise, and shall include the following:

a. Where the medical director is the administrator of the hospital: union president, chairman; medical director, secretary; hospital business manager; union secretary; union treasurer/ chief financial officer; union health ministries director; union field secretary; matron, sister tutor; presidents of the local fields served by the hospital; and at least two additional members of the constituency served by the hospital.

b. Where there is a non-medical administrator of the hospital, he shall be the secretary, and the chief of medical staff shall be a member of the board.

4. *Local Conference/Field Secondary Schools*—The management boards of local conference/field/mission secondary schools shall consist of not fewer than seven and not more than nine members, and shall include the following: conference/field/mission president, chairman; school principal, secretary; conference/field secretary-treasurer/ chief financial officer; union and conference/field education department directors; and at least three additional members of the constituency served by the school.

5. *Two or More Institutions on One Campus*—In unions, where more than one institution is established on a campus, the union committee, with the approval of the Division Committee, shall determine whether such institutions shall be grouped under one board. Necessary adjustments in the size and composition of such a board shall also receive the approval of the Division Committee.

6. *Local Mission/Field Institution Boards*—A mission/field executive committee may constitute the management board of a local mission/field institution if this seems advisable and the union committee approves.

BA 55 20 Quorum of Boards/Councils—Any five members of the management board/council of an institution, including the chairman, shall constitute a quorum to transact such business as is in harmony with the general plans outlined by the full board.

BA 55 25 Appointment of Standing Committees in Institutional Constituency Meetings—At the time of the constituency meetings of denominational institutions the standing committees for said meetings shall be provided after the general pattern as outlined in the General Conference *Working Policy* for setting up the standing committees for union conference sessions.

BA 55 30 Appointing Chief Administrator—In electing the boards/councils of institutions the office of the chief administrator should be named, but not the individual. The current chief administrator should not be present when the newly elected board/councils considers the appointment of the chief administrator of the institution.

BA 55 35 Authority of Board of Management—Boards of management of institutions are the constitutional bodies to which have been delegated full authority to control and manage the institutions in harmony with established working policies.

BA 55 40 Local Board—Where circumstances indicate the necessity for appointment of a local board, administrative committee, or house committee, the board of management should make such appointment, and should in a written statement clearly define the duties and limitations of such local board or house committee. The board of management should outline important

projects and policies and hold the local board or house committee responsible for carrying them out as instructed. The local board, in administering the affairs of the institution, should be limited in its expenditures to a sum which shall be clearly defined. All proposed expenditures for new enterprises, equipment, or repairs in excess of the sum indicated are to be brought to the board of management for authorization. Minutes of the local board or the house committee should be kept and circulated as directed by the board of management so they may be always informed of the proceedings of the local board. All authority of management is vested in the board of management, and local boards or house committees shall exercise only such authority as has been delegated to them by the general board of management.

BA 55 45 Relationships—Boards/Administrators—Administrators of institutions, enterprises, and branches are the persons chosen to carry out the decisions of the managing boards. Powers, rights, and authority of management are not vested primarily in such persons, but in the respective boards from which they receive direction.

BA 55 50 Union Policies—In harmony with these principles each union committee should develop its own policy of board of management and local board or house committee responsibilities and relationships in such detail as the circumstances within the union and the conditions in the institutions may indicate.

BA 60 Human Relations

BA 60 05 Basic Principles—Seventh-day Adventists believe in the universal fatherhood of God and the brotherhood of man and are dedicated to the proclamation of the message of Revelation 14:6-12 to all peoples of the earth. This philosophy and its resultant course of action has made the Church multiracial, multiethnic, and gender inclusive. The Church is enriched by such membership and by the valuable contribution to its mission of both men and women of different nationalities and races as they serve as laypersons and employees at various levels of the Church.

The Church rejects any system or philosophy, which discriminates against anyone on the basis of race, color, or gender. The Church bases its position on principles clearly enunciated in the Bible, the writings of Ellen G White, and the official pronouncements of the General Conference.

“There is neither Jew nor Greek, there is neither bond nor free, there is neither male nor female: for ye are all one in Christ Jesus” (Gal 3:28).

“Christ came to this earth with a message of mercy and forgiveness. He laid the foundation for a religion by which Jew and Gentile, black and white, free and bond, are linked together in one common brotherhood, recognized as equal in the sight of God. The Saviour has a boundless love for every human being.

In each one He sees capacity for improvement. With divine energy and hope He greets those for whom He has given His life. In His strength they can live a life rich in good works, filled with the power of the Spirit” (7T 225).

“No distinction on account of nationality, race, or caste, is recognized by God. He is the Maker of all mankind. All men are of one family by creation, and all are one through redemption. Christ came to demolish every wall of partition, to throw open every compartment of the temple, that every soul may have free access to God . . . In Christ there is neither Jew nor Greek, bond nor free. All are brought nigh by His precious blood” (COL 386).

BA 60 10 Official Position—The world Church supports non-discrimination in employment practices and policies and upholds the principle that both men and women, without regard to race and color, shall be given full and equal opportunity within the Church to develop the knowledge and skills needed for the building up of the Church. Positions of service and responsibility (except those requiring ordination to the gospel ministry*) on all levels of church activity shall be open to all on the basis of the individual’s qualifications.

1. Membership and office in the local church, and at various levels of administration, shall be available to anyone who qualifies, without regard to race, color, or gender.

2. The appointment of individuals to serve as Bible instructors or chaplains, or in departmental or pastoral responsibilities, shall not be limited by race or color. Neither shall these positions be limited by gender (except those requiring ordination to the gospel ministry*).

3. In educational institutions there shall be no bias on the basis of race, color, or gender in the employment of teachers or other personnel nor in the admission of students.

4. Hospitals and other health care institutions shall make no distinction on the basis of race, color, or gender in admitting patients or in making their facilities available to physicians, interns, residents, nurses, and administrators who meet the professional standards of the institution.

5. All organizations and institutions shall provide employment and advancement opportunities without regard to race, color, or gender to persons who qualify.

6. Employment opportunities, membership on committees and boards, and nomination to office shall not be limited by race or color. Neither shall these opportunities be limited by gender (except those requiring ordination to the gospel ministry*).

7. Where problems of race, color, or gender exist, workshops and seminars on human relations should be conducted. If advisable, conferences/missions/fields, unions and/or divisions may form a committee to address issues in human relations.

8. The commitment of the Church to fair and equal treatment of men and women, without regard to race or color, shall be reflected in employment practices and policies regarding hiring, layoff, discharge, training and promotions, and remuneration. Benefits and allowances for individuals and families shall be established by each division based on the principle of fairness, and without gender bias.

9. Administrators, departmental directors, pastors, educators, local church officers, and others in positions of leadership in the Church shall uphold this position and support these principles as a part of the gospel and God's special message for the world.

**The exception clause, and any other statement above, shall not be used to reinterpret the action already taken by the world Church authorizing the ordination of women as local church elders in divisions where the division executive committees have given their approval.*

BA 65 Interdivision Travel

BA 65 05 Travel by General Conference Employees—1. *Requests from Divisions*—When the officers of a division make a request for a visit of a General Conference employee, the recipient division shall contact the head of the General Conference department or service entity directly to formalize the arrangements. Authorization for travel shall be given by the department head, in harmony with the terms of reference regarding Interdivision Travel for the cost center involved, and communicated to the division officers by the department head.

2. *General Conference Initiated Requests*—When the General Conference officers feel that the work in a division would be benefited by a visit from General Conference personnel, or when General Conference departments have individuals available for interdivision visits or when suggestions come in from division department directors that a visit would be appreciated, the head of the General Conference department concerned shall inform the division officers, making suggestions as to the directors available for and the time of such visits. No commitments shall be made by the department to the division concerned until the officers of the division make an official request for the visit.

3. *Planning the Visit*—a. Provision shall be made for General Conference employees to spend sufficient time in the field to enable them to make a real contribution to the work in the division.

b. Division committees, in planning for visits of General Conference employees, shall give due consideration to the various needs of the whole field and plan for a balanced development of the work as a whole, recognizing also that only a limited number of General Conference employees are available for visits abroad.

4. *Official Correspondence*—After the General Conference department director has communicated to the division officers the authorization for the visit, the individual concerned shall carry on the necessary correspondence with the division regarding the arrangements for the visit.

5. *Travel Expenses*—Travel expenses of General Conference employees are borne by the General Conference.

BA 65 10 Travel by Other Denominational Employees—1. *Requests from Divisions*—a. When the officers of one division feel that the work in that division would be benefited by a visit from an employee in another division, they shall take up the matter with the officers of the division concerned to determine if the employee is available and whether the visit would be in the best interest of the work.

b. If the division officers and the officers of the employing organization are willing to release the employee for a visit to another division, the decision will be recorded by the sending division and a copy of the same sent to the calling organization.

2. *Requests Initiated by the Sending Division*—a. At times it is beneficial for an employee in one division to be given the opportunity to visit another division. Such a visit can serve to broaden the vision of an employee and increase his/her understanding of the worldwide work of the Church. In such cases, the officers of the sending division shall inform the officers of the division in which the visit is to take place.

b. If the officers of the division in which the visit is to take place are willing to arrange a visit, such approval will then be communicated to the sending division.

3. *Planning the Visit*—a. Provision shall be made for employees to spend sufficient time in the field to enable them to make a real contribution to the work in the division.

b. Responsible committees, in planning for such visits, shall give due consideration to the various needs of the whole field and plan for a balanced development of the work as a whole.

4. *Official Correspondence*—All correspondence between the divisions concerned shall be maintained as a permanent record by both divisions.

5. *Travel Expenses*—All travel requests should indicate who is responsible for the travel expenses.

6. *Insurance*—In the event that a division initiates a service request for an individual who is not denominationally employed, or one who is a retired denominational employee and who is not covered by the policy for volunteers (see R 15 15 and R 15 25), it is the responsibility of the sending division to ensure that appropriate insurance coverage is provided. In all cases, including denominational employees, it is the responsibility of the sending organization to ensure that short term travel insurance is provided, and it is the

responsibility of the recipient organization to pay for the cost of the short term travel insurance, unless otherwise mutually agreed upon by both divisions.

7. *Invitations to Persons Unknown to the Division Officers*—In the event that division officers receive requests from entities within their unions and/or conferences/fields/missions for individuals who are unknown to them, in order to protect the good name of the Church and avoid divisive elements, the officers of the division are requested to contact the office of the sending division and request a background check and recommendation regarding the invited person's loyalty and commitment to the Church's message and mission before an invitation is extended.

BA 65 15 Travel by Denominational Employees Serving with Privately Operated Institutions—1. *Interdivision Travel*—Travel outside the division of employment on official church business shall be requested/initiated and approved in the same way as for all denominational employees. (For travel in the North American Division, see the North American Division *Working Policy*, C 10 30, paragraph 3.)

2. *Continuation of Status*—Should the provisions of this policy be ignored, the individual concerned will place in jeopardy the continuation of his/her status as a denominational employee.

BA 65 20 Travel by Laypersons—Divisions requesting laypersons, including retirees, for official church business shall request such visits and await approval in harmony with the provisions of the Adventist Volunteer Service policy. (See Chapter R.)

BA 70 Retention and Safeguarding of Records

BA 70 05 Records Management—1. The normal operation of denominational organizations and institutions results in the production and the accumulation of a large volume of files and records of varying degrees of administrative and historical value. In order to preserve documents of permanent value and to avoid the unnecessary preservation of unneeded materials, each organization will find it advantageous to establish a records management program.

2. Administrators of all organizations should evaluate the legal, financial, and cultural worth of various types of files and records produced in all offices. The political vicissitudes through which the world is constantly passing seriously affect property rights, for example, and demand the proper preservation of denominational property records. Corporate papers and board minutes not only tell the history of an organization but may be called upon in cases of litigation. Many other documents and general files that seem to be of little value beyond their initial retention period grow rapidly in historical value

as time passes and even serve future administrators in restudying issues and problems.

BA 70 10 Records Retention—1. Each organization and institution shall establish a records center, that is, a storage place to protect documents from fire, deterioration and unauthorized access. This records center shall house those non-current documents or files designated for either short-term or permanent storage. The records center is not to be used for the storage of current files, that is, those that are consulted several times a year in the normal course of business.

2. A records retention schedule, available from the General Conference Office of Archives, Statistics and Research such as the one suggested below, shall be considered by the respective denominational organizations and institutions and, with revisions that may be indicated by local need or varying legal requirements, adopted by their governing boards or committees.

3. Documents and files stored in the records center awaiting later destruction shall be boxed in such a way as to make clear the date of their destruction, under the provision of a records retention schedule approved by the organization’s executive committee or board.

| RECORD RETENTION SCHEDULE | | | | |
|---------------------------|--|-----------|-------------|-------------|
| | RECORD | RETENTION | MICROFILM | |
| | | | PERMISSIBLE | RECOMMENDED |
| 1 | Corporate papers, Constitutions, memorandum articles of association, etc. | Permanent | | ✓ |
| 2 | Property record title deeds, etc. | Permanent | | ✓ |
| 3 | Contracts | Permanent | | ✓ |
| 4 | Trust agreements, annuities, will, etc. | Permanent | | ✓ |
| 5 | Audited financial statements | Permanent | ✓ | |
| 6 | a) Quarterly financial statements | 15 years | ✓ | |
| | b) Monthly financial statements | 6 years | | |
| 7 | Financial statements: Higher organizations must retain quarterly financial statements of subsidiaries. | 6 years | ✓ | |

| | | | | |
|----|--|-----------|---|---|
| 8 | Audit working papers | Permanent | ✓ | |
| 9 | Salary and expense reviews | Permanent | ✓ | |
| 10 | Payroll records | Permanent | | ✓ |
| 11 | Worker service records | Permanent | ✓ | |
| 12 | Asset registers | Permanent | ✓ | |
| 13 | Securities ledger | Permanent | ✓ | |
| 14 | Nominal ledgers, journal | Permanent | | ✓ |
| 15 | Ledgers, Accounts Receivable & Payable | 10 years | ✓ | |
| 16 | Receipts, cash | 6 years | ✓ | |
| 17 | Vouchers: Journal, Purchase, Disbursement | 6 years | ✓ | |
| 18 | Cheques , returned by bank | 6 years | ✓ | |
| 19 | Bank statements and reconciliations | 6 years | | ✓ |
| 20 | Sales invoices | 6 years | ✓ | |
| 21 | Insurance policies (after expiration) | 6 years | | ✓ |
| 22 | Correspondence, Administrative | 6 years | | ✓ |
| 23 | Correspondence, Departmental | 3 years | | ✓ |
| 24 | Minutes | Permanent | | ✓ |
| 25 | Minutes: Higher organizations must retain minutes of subsidiaries. | Permanent | ✓ | |
| 26 | Statistical reports | Permanent | ✓ | |
| 27 | Statistical reports (quarterly) | 6 years | ✓ | |

4. Documents and files to be preserved permanently may be kept in hard copy, microform, or digital form, at the discretion of the appropriate governing body. Hard copy and microform may be stored in the same storage facility with less permanent items but should be physically separated from them and clearly labeled. In the event of digital storage, copies of vital records, including executive officer correspondence and major committee minutes, should also be stored offsite.

BA 70 15 Vital Records—1. All organizations and institutions shall give special attention to the permanent preservation and security of their own vital records, such as articles of incorporation, constitutions and bylaws, minutes of

boards or governing committees, property records and other legal documents, and also church properties that are of an intellectual nature, such as trademarks and copyrights.

2. The secretary of the Southern Africa-Indian Ocean Division shall forward to the General Conference Office of Archives, Statistics, and Research a true copy of the articles of incorporation of all legal bodies within the Division, the Division Committee minutes, and the board minutes of Division institutions.

3. The treasurer/ chief financial officer (or other designated officer) of the Southern Africa-Indian Ocean Division shall index, identify, and file property records as follows:

a. All deeds, mortgages, contracts, and other documents covering the acquisition and holding of real property by any Seventh-day Adventist organization or institution within the Division's territory, and documents of an intellectual nature relating to church properties, such as trademarks and copyrights. Documents relating to local churches, primary schools, and residences shall be maintained by union or conference/mission/field organizations.

b. A list or index of such documents, with a brief description of relevant information such as location, name of legal body holding title, original cost, date acquired, and summary of major improvements or additions shall be maintained, and a copy transmitted annually to the General Conference Office of Archives, Statistics, and Research

BA 70 20 Ownership of Records—1. When an organization records ideas and information on paper or other medium, it retains the ownership of that record. Both the information and medium on which it is recorded are a resource to be protected and preserved, or destroyed, according to approved records management principles.

2. All records, files, and documents (including correspondence) created by the employee in the course of employment are the property of the employing organization and shall at all times continue in the ownership and control of the employing organization for its use, preservation, or destruction according to its records management policies.

a. The term "records" includes, but is not limited to, information recorded on paper, film, electronic media or sound media, as well as charts, drawings, and maps.

b. Excluded from this policy are materials closely related to an employee's professional career or graduate education such as sermons and sermon files and graduate research materials.

3. In addition to the informational value of organizational documents, files, and other records, some items have a literary value. Although this value also resides with the employer, it may, by written agreement, be vested in the

employee or shared with the employee. (See BA 70 25, Literary and Other Intellectual Property Interests.)

BA 70 25 Literary and Other Intellectual Property Interests—1. Ownership—Literary and computer software property interests in any work prepared on the job by an employee within his/her employment within the Southern Africa-Indian Ocean Division shall vest in the Southern Africa-Indian Ocean Division or other legal church entity. The Seventh-day Adventist Association of Southern Africa or other legal entity shall hold title to any copyright, trademark, patent, or other legal property interest without responsibility for royalty or reimbursement other than the regular salary and benefits earned by the employment.

2. *Exclusions*—This policy is not intended to cover sermons and graduate-study materials.

3. *Exception*—The Seventh-day Adventist Association of Southern Africa or other legal church entity by written agreement signed by all parties may exempt an employee from any portion of this policy. Any such agreement must be approved by majority vote of the Board of the Association or other legal church entity, and an original copy of the agreement must be filed with the official minutes of such board.

BA 70 30 Implementation—The secretary of a local conference/mission/field, union, or the Division shall be responsible for the implementation of this policy in the respective field and in its subsidiary organizations except for those portions specifically designated as being the responsibility of the treasurer/ chief financial officer. In the case of institutions, the secretary may delegate this responsibility to the institution's chief executive officer.

BA 75 Access to Personnel Information and Placing Interorganizational Calls

BA 75 05 Access to Personnel Information and Placing Calls Within the Area of Administrative Responsibility—A denominational organization shall be authorized to access personnel information or place calls for personnel serving within its own area of administrative responsibility.

BA 75 10 Placing Calls With Other Areas of Administrative Responsibility—A denominational organization which wishes to place calls outside its own area of administrative responsibility shall do so by referring its request through the regular channels up to the first organizational level that includes, as one of its subsidiaries, the organization with which it wishes to place the call (see also E 45). Only by following this procedure shall any organization place a call outside its own area of administrative responsibility.

However, a division executive committee may approve an alternate intradivision call procedure involving administrative organizations.

BA 75 15 Calls Involving a General Conference Institution—If the General Conference agrees, calls within a division involving a General Conference institution with that division may be processed under the alternate procedure established by that division. (See BA 75 10.)

DIVISION ADMINISTRATION

C 05 Southern Africa-Indian Ocean Division Territories

C 05 05 Southern Africa-Indian Ocean Division Territory—Angola, Ascension Island, Botswana, British Indian Ocean Territories, Comoro Islands, Kerguelen Islands, Lesotho, Madagascar, Malawi, Mauritius, Mayotte, Mozambique, Namibia, Prince Edward Island, Reunion, Rodrigues, Seychelles, São Tome and Principe, St Helena and Tristan Da Cunha Islands, Swaziland, Republic of South Africa, Zambia, and Zimbabwe.

C 10 Southern Africa-Indian Ocean Division

C 10 05 Division Territory—The territories embraced in the Southern Africa-Indian Ocean Division are gathered into the following unions/attached field:

Botswana Union Mission—Botswana

Indian Ocean Union Mission—British Indian Ocean Territories, Comoro Islands, Kerguelen Islands, Mayotte, Madagascar, Mauritius, Prince Edward Island, Seychelles and Reunion

Malawi Union Mission—Malawi

Mozambique Union Mission—Mozambique

North-Eastern Angola Union Mission—North and East Angola

Southern Africa Union Conference—Ascension, Lesotho, Namibia, South Africa, St Helena, Tristan da Cunha and Swaziland

South-Western Angola Union Mission—South and West Angola

Zambia Union Conference—Zambia

Zimbabwe Union Conference—Zimbabwe

São Tome and Principe Attached Field—São Tome and Principe

C 10 10 Division Working Policy—The Southern Africa-Indian Ocean Division Executive Committee has approved this working policy for the division, its departments, and the organizations and institutions within its territory, in harmony with the Constitution and *Working Policy* of the General Conference.

C 10 15 Alternative Term for “Mission”—In fields where it is deemed advisable, the respective division committees may adopt an alternative term for “mission” in the designation of the union or local organization, and where this is done it is suggested that the term “mission-conference” or “association” might be employed.

C 15 Division Councils

C 15 05 Division Council Plan—The rapid growth of the Church in the divisions makes it desirable that every means available be used to unify the work and to ensure that it is conducted throughout the world as a harmonious whole.

There is need to develop in all categories of employees a proper sense of responsibility for the conduct of the work, and confidence in the policies governing the administration of the work, as well as confidence in the leaders chosen to direct the work. Divisions where it is considered necessary are therefore encouraged to follow the plan of holding regular division councils.

C 15 10 Representation—Division councils are not delegated sessions because the Division is not a constituted body but a section of the General Conference. Division councils are enlarged meetings of the Division Executive Committee which in addition to the usual members of the Executive Committee, are attended by other representatives. These should be persons who are able to benefit from, and contribute to, the success of the councils and should include representatives from union and local fields, various other classes of employees and selected laypersons. They participate, with the right to vote, in the discussion and general work of the council, which includes the appointment of such officers and departmental directors/secretaries as are ordinarily appointed on such occasions, and the adoption of policies and plans governing the conduct of the work throughout the Division.

The selection of additional representatives shall be made by the executive committees in the case of union conferences, but in the case of union missions their selections shall be in the form of recommendations for approval by the Division Executive Committee. The full Division Executive Committee will decide in advance the basis with regard to numbers and travel and other expense, on which representatives shall attend.

C 15 15 Authority—Since these councils are not delegated sessions, technically the actions taken at such meetings have the same force as those taken by the Division Executive Committee at its regular meetings. It will always be recognized, however, that such actions were taken when wide counsel from the Division field was available to influence the decisions reached.

C 20 Procedures for Replacement of Division Officers

The following procedures shall be followed for filling vacancies which may occur in the offices of division president, secretary, or treasurer/ chief financial officer, between General Conference Sessions:

C 20 05 Division President—1. The Division secretary shall serve as acting president of the Division until the new president is elected and assumes his responsibilities.

2. Division presidents are vice presidents of the General Conference and are normally elected by the General Conference in session and assigned at the time of their election to preside over division territories (see General Conference Constitution, Article IX, Sec. 4; Bylaws, Article III, Sec. 1 and 3). Both the General Conference and the division concerned shall therefore be involved in the election between sessions of a new division president.

3. In order to ensure Division involvement, the full Division Executive Committee under the chairmanship of the General Conference President, or his designee, shall submit its recommendation for the new Division president for consideration by the General Conference Executive Committee.

4. The General Conference Executive Committee shall normally elect the new Division president at the next scheduled Annual Council or Spring Meeting but may, in counsel with the Division, proceed with the election at a specifically called meeting of the General Conference Executive Committee.

5. In addition to the provisions of paragraph 3 above, if the Division or the General Conference chooses, a representation chosen by the Division Executive Committee may be sent to the meeting of the General Conference Executive Committee at which the new president will be elected. Such representation should include the Division secretary, the Division treasurer/ chief financial officer, a suitable number of union presidents, and two members of the Division Executive Committee from other categories in the Division.

C 20 10 Division Secretary or Treasurer/ Chief Financial Officer —1. In order to ensure Division involvement, the nomination of a Division secretary or treasurer/ chief financial officer shall take place during a full meeting of the Division Executive Committee under the chairmanship of the Division president. If it is not possible for the General Conference Secretary to be present when a new Division secretary is to be chosen for nomination, or for the General Conference Treasurer/ chief financial officer to be present when a new Division treasurer/ chief financial officer is to be chosen for nomination, the Division president shall be expected to consult with the appropriate General Conference officer prior to the Division Executive Committee meeting concerning acceptable candidates for nomination. When a name has been chosen, the Division Executive Committee shall submit its recommendation for the new Division secretary or treasurer/ chief financial officer for consideration by the General Conference Executive Committee.

2. It is by action of the General Conference Executive Committee that the election takes place, in harmony with the constitutional provision. (See General Conference Bylaws, Article XIII, Sec. 1 a.)

C 25 Division Surveys

C 25 05 Division to Plan—The Southern Africa-Indian Ocean Division shall plan surveys of the various aspects of the work in its territory as circumstances indicate.

C 25 10 Financial Surveys—Regular financial surveys should be made of each organization and institution in the Division, preferably once every four years.

C 25 15 Surveys of Organizations and Institutions—General surveys of organizations and institutions should be made when it is indicated such a survey would be helpful.

C 25 20 General Conference Participation—General Conference participation in Division surveys may be arranged where indicated.

C 25 25 Survey Chairman—The chairman of the survey commission shall not be an officer of the organization being surveyed but shall generally be the ranking officer within the Division or a General Conference representative as determined by the General Conference.

C 30 Union Conference Session

C 30 05 Lay Delegates—The delegations to union conference sessions shall include a fair proportion of laypersons not in denominational employ. This recommendation is to apply to all divisions where conditions make its application advisable.

C 30 10 Standing Committees—The union conferences in session shall make constitutional provision for the appointment of standing committees as follows: the standing committees for the union session shall be nominated by a special committee consisting of a General Conference or Division representative who may be present, who shall act as chairman, and three representatives from each local conference/mission/field. The local conference/mission/field representatives on this special committee shall be appointed by their respective delegations at the union session.

C 30 15 Nominating Committee—The president of the Division or one of the Division officers shall be the chairman of the nominating committee at the union conference session. Presidents of conference which are members of the Union shall be named members of the nominating committee.

C 30 20 Audited Statements—Audited Statements and the auditors' reports are to be presented to union conference sessions as a regular procedure when financial statements are presented. Whenever possible the audit report is to be presented personally by the auditor.

C 35 Local Conference/Mission/Field Session

C 35 05 Organizing Committee—The organizing committee to nominate standing committees at local conference/mission/field sessions shall be made up as follows:

1. Each church represented in the delegation at the session shall be empowered, through its delegation, to choose one member of a committee to nominate standing committees.

2. In conferences/missions/fields with fewer than 10,000 members, churches with 250 or more members may choose one additional member for each 500 members or major fraction thereof. (This would provide a total of two members from churches with membership of 251-750 members, a total of three members from churches with membership of 751-1250, etc.)

3. In conferences/missions/fields with more than 10,000 members, one additional member shall be chosen by each church for each full 500 members. (This would provide a total of two members from churches with a membership of 501-1000, three members from churches with a membership of 1001-1500, etc.)

4. The persons thus selected, together with the leading union conference representative present, who shall act as chairman of this committee, shall be responsible for nominating all standing committees to be appointed by the session.

C 35 10 Chairman—Nominating Committee—The chairman of the nominating committee at the local conference/mission/field session shall be the president of the union or, in his absence, one designated by him shall be named to serve as chairman; and, further, the nominating committee shall consist of from nine to fifteen members including the chairman, except in conferences/missions/fields of more than 10,000 members, where up to six additional members may be added. This membership shall be balanced, as nearly as possible, between denominational employees and laypersons representing various segments of the work and territories of the conference/mission/field. Incumbent officers and department directors/secretaries shall not be members of the nominating committee. To provide wider representation, incumbent members of the conference/mission/field executive committee ordinarily shall not serve as members of the nominating committee.

C 35 15 Committee on Licences and Credentials—The Committee on Licences and Credentials shall be composed of the following:

1. Ordained ministers of experience
2. Non-ordained employees or lay members of experience; up to one third of the membership of the committee.

C 35 20 Audited Statements—Audited statements and the auditors' reports are to be presented to conference/mission/field sessions as a regular procedure when financial statements are presented. Whenever possible the audit report is to be presented personally by the auditor.

C 40 Conference/Mission/Field Church

Isolated members should unite with the conference or local field church, which is a body organized for the benefit of scattered believers who are otherwise without church privileges. Aged and infirm members who live adjacent to a local church organization should be members of the local church. It is the duty and responsibility of the local church to minister to such members. Such should not be transferred to the conference/mission or field church, which is not designed to function in place of the local church. Although conference/mission and field officers are the officers of their field churches, they should hold their membership in the church in the locality in which they reside. The conference/mission or local field church is not intended to provide a church home for conference/mission or local field employees. Ministers and employees should unite with the local churches in the community in which they reside.

The conference/mission/field president shall be the presiding elder of the conference/mission or field church, and the work normally carried by the church clerk and the church treasurer shall be handled by the secretary-treasurer/ chief financial officer of the conference/mission or field. Any business normally conducted by a local church and its board shall, in the conference/mission or field church for which in the nature of the case there is no board, be conducted by the conference/mission or field committee. They shall also appoint the delegates from the conference/mission or field church to attend their respective sessions.

C 45 Audit of Division Employees' Accounts [Repealed Annual Council 2011]

C 50 Responsibility for Interdivision Employees

C 50 05 From Homeland to Field of Service—In the providence of God the Seventh-day Adventist Church has been established in almost every country of the world. With this development there has grown up a large and capable group of Christian employees, who have been willing to go as pioneers to strengthen the gospel cause in other lands. The members of the church, impelled by the great commission of Matthew 28, have been and are willing to send these self-denying messengers to needy fields abroad and to support them in their work there.

C 50 10 From Everywhere to Everywhere—As the church develops in each new territory, it in turn should and does also become a home base, supplying means and personnel to help meet the needs of an ever-expanding

world mission program. Thus around the earth and across the barriers of nation and race new links are forged that strengthen the world church and unite it more firmly. It is in the purpose of God for workers to go from everywhere to everywhere and even where employees from other countries are no longer needed, there should continue to be an exchange of employees in the degree necessary to preserve the international and universal character of the church.

C 50 15 Sending Division—The sending of interdivision employees imposes upon the sending organization the obligation of caring for these employees. These employees have responsibilities to discharge to their families—the education of children, the support of parents, and other obligations. The General Conference and sending divisions have recognized their responsibility for the care of these employees and have developed policies to enable them to meet these responsibilities.

C 50 20 Receiving Division—It is the responsibility of the receiving division to direct the work of the interdivision employees within its territory.

C 50 25 Interchange of Employees Between Divisions—The church is strengthened when its employees understand its worldwide mission. Opportunities for service in different sections of the world increase the vision and efficiency of the employees as well as imparting new inspiration and a spirit of unity in the church.

Divisions are therefore encouraged to arrange through the General Conference for the exchange of some employees between divisions where language, customs, and immigration laws make this possible, the plan to be applicable to institutional and departmental employees as well as to administrative employees and ministers.

Where permanent exchanges between employees are impossible, study should be given to the possibility of arranging for the temporary transfer of certain employees to other fields, where such transfers can be of benefit in experience to the employees and helpfulness to the fields concerned.

C 55 Employee/Appointee Standards

C 55 05 Employment of Workers—General Statement—When employing workers, or continuing them in employment in any capacity, whether in the office or otherwise, great care shall be exercised to employ only persons who are members of the church in full harmony with the teachings of the denomination, and who exert a positive influence along spiritual lines for the upbuilding of the work. Committees and boards should not employ, or continue in employment, employees who are unfaithful in returning their tithe.

C 55 10 Professional Ethics—In order that the aims of the church may be realized, that the high calling of the gospel worker may be enhanced, and that proper standards of conduct may be brought into all professional relationships,

each employee who accepts employment in denominational organizations thereby acknowledges his/her responsibility to uphold the following principles:

1. *The Dignity of the Calling*—a. He/She will uphold and teach the doctrines, principles, and standards of the church, with the philosophy underlying these, avoiding private interpretations.

b. He/She will endeavour to maintain home standards and discipline in harmony with these principles.

c. He/She will guard the reputation of God's cause by maintaining proper relationships with the opposite sex, which should be, at all times, above criticism and reproach.

d. He/She will not use his/her office for partisan ends, personal gain, or selfish propaganda of any kind and, while exercising his/her full right as a citizen, will avoid promulgating politics and controversies which may tend to decrease his/her value as a worker for God.

e. He/She will maintain high standards of honour, justice, and loyalty in all personal relationships.

f. Employees shall not, in any way, seek personal gifts from church members. When it is necessary for them to discuss their financial affairs, this should be done with their employing bodies, rather than with members of the church.

g. Employees who continually neglect or refuse to pay their just obligations shall be advised to take up some other line of work.

2. *His/Her Relationship to the Organization*—a. He/She will recognize the regular administrative channels of the organization and direct any appeals or approaches through these proper avenues.

b. He/She will regard as confidential the discussions on committees and boards which are not intended for publication.

c. He/She will be loyal to the committee decisions, avoiding ill-considered criticism.

d. He/She will not engage in private enterprise or speculative business while in full-time employment with the denominational organization.

3. *His/Her Relationship to Fellow Employees*—a. He/She will not, by word, look, or innuendo cast unfavourable reflection on predecessors or successors.

b. He/She will not let professional jealousy becloud his/her sanctified judgment, remembering the principle of "in honour preferring one another."

c. He/She will give due credit for the ideas and work of others and humbly do all he/she can to cooperate with them in making their work a success.

4. *His/Her Relationship to the Laity*—a. He/She will consider as sacred the confidences shared by laypersons.

b. He/She will foster loyalty among the laity towards denominational organizations and policies and decisions of boards and committees.

c. He/She will not undermine the influence of fellow employees.

d. He/She will be judicious in receiving personal gifts from laypersons, so as not to compromise himself/herself, his/her position, or the organization.

C 60 Developing and Training Employees

C 60 05 Training of National Employees—The divine commission directs the disciples of our Lord to go and teach all nations. This is a worldwide call to worldwide service. Just as the gospel is for all men who will hear, so the work of carrying the glad tidings is laid upon all who believe. It is the policy of this denomination in every land, therefore, to train and develop every consecrated, loyal Seventh-day Adventist who gives promise of growing into a position of responsibility and leadership.

Facilities similar to those developed in fields where the work has become strong are to be provided in other countries as rapidly as resources and conditions warrant. Schools, colleges, sanitariums, publishing houses, come with the growth in members and means. Opportunities are thus given for the youth in different parts of the world to prepare for labor among their own and nearby peoples. The training of a strong corps of truehearted, efficient national leaders is of vital importance in every division. Without this we cannot hope to carry the gospel to every creature.

As the indigenous employee grows in experience and ability, he/she becomes qualified for larger leadership. His/Her services become available and valuable to the world field, regardless of the division of his/her origin. Thus with the growth of our constituency in all lands, with the training of national employees in each field, and with the interchange of outstanding leaders between divisions, the cause of God will increase in strength and unity throughout the world.

C 60 10 Financial Assistance for Accompanying Spouse—When divisions send individuals who are married to other divisions for advanced education, it is recommended that consideration be given by the sending division to providing financial assistance so that the spouse may accompany the sponsored individual.

C 60 15 Advanced Education of Employees—Obligation to Home Division—Rising standards and the growing needs of the work make it necessary at times for divisions to send employees to some other division for advanced training, frequently involving large investment, plus the loss of the employee's service. In order to safeguard their interests, some divisions have asked their employees to sign a contract to give a certain number of years of service before they are free to accept a call to some other division. The

investment made by divisions in such employees should be recognized, and other divisions should avoid calling them prior to the fulfillment of their contracts. Exceptions may be made only on the basis of negotiations between the divisions concerned and the General Conference.

C 60 20 Education of Nurses in Overseas Divisions—Wherever possible national nurses should be assisted in receiving educational preparation in nursing for positions of responsibility on the Bachelor of Science degree level and/or Sister Tutor level or corresponding national levels in overseas divisions.

Educational facilities outside the division should be used primarily for study beyond Bachelor of Science degree level or Sister Tutor level when not provided in the division concerned.

C 60 25 Establishing New Schools of Nursing—Inasmuch as the initiation of new schools of nursing involves significant commitments for the future in both funds and personnel, the authorization for such a school shall reside with the Division administration in consultation with the General Conference.

C 60 30 Financing of National Employees for Medical Service—Where facilities are available within the field, divisions are encouraged to lay plans whereby financial aid may be provided for educating selected national youth to be trained as physicians. Where young people are studying medicine on their own initiative the Division Health Ministries Department director, or someone appointed by the Division to do so, should maintain close contact with these students, encouraging them to prepare for service within the denomination.

An adequate program should be initiated for providing technicians, dietitians, physical therapists, etc., from among the national youth.

C 65 Business Internship Plan

C 65 05 Plan Adopted—A business internship plan has been adopted to encourage graduates of Seventh-day Adventist colleges majoring in Business Administration and Accounting to make denominational employment their life work.

C 65 10 Employment—Union and local conferences/missions/fields are encouraged to employ graduates of the business administration courses of Seventh-day Adventist colleges on an internship basis, whereby they may be given supervised training in a variety of positions in denominational business lines.

C 65 15 Salary and Expenses—The salary and expenses of the individuals so designated shall be shared between the participating organizations on a basis to be determined by the union committee. The salary rates shall be comparable to those paid to ministerial interns.

C 65 20 Eligibility—Requirements for eligibility to these internships shall include the satisfactory completion of the prescribed course, preferably after a

four-year college course in Accounting or Business Administration; and recommendation from the faculty of the college as to Christian experience, scholastic accomplishments, and potential for future service.

C 65 25 Initial Twelve Months—The intern shall be appointed for twelve months full-time service under the control of the union committee, and under the direct supervision of the respective organizations to which he/she may be assigned for training.

C 65 30 Second Year—At the end of the first year of internship the participating organizations shall review the intern's work and experience, and if, in their judgment, it is decided to continue internship for the second year, training assignments shall be continued, and the individual shall be considered to be available at any time for regular appointment to a position in denominational business lines, as openings may become available.

C 65 35 Training Emphasized—During the entire internship period, and until the intern is appointed to regular employment in a permanent position, the training feature of the assignments shall be emphasized, to provide as wide and varied an experience as possible in the business activities of various types of denominational organizations and institutions.

C 70 Polygamy

It is clearly God's plan that man should live in a state of monogamy, that a man should have only one living wife. Any contravention of this plan results in confusion and the lowering of the moral standards that should govern human society, and especially the Church. The practice of polygamy on the part of many non-Christian peoples for whom we are laboring is in itself a challenge to Christian principles, and constitutes a ground of compromise if permitted in the Christian church. The denomination has therefore adopted the following policy:

1. A man found living in a state of polygamy when the gospel reaches him shall upon conversion be required to change his status by putting away all his wives save one before he shall be considered eligible for baptism and church membership.

2. Men thus putting away their wives shall be expected to make proper provision for their future support, and that of their children, as far as it is within their power to do so.

3. We recognize that the message finds people in certain countries living in a state of polygamy, where tribal customs subject a wife who has been put away to lifelong shame and disgrace, even to the point of becoming common property, her children also becoming disgraced thereby. In all such cases the church is to cooperate with the former husband in making such provision for

these wives and children as will provide for their care and protect them from disgrace and undue suffering.

4. We recognize the right of a wife who has been put away by a polygamous husband to marry again.

5. Wives of a polygamist, who have entered into the marriage in their heathen state, and who upon accepting Christianity are still not permitted to leave their husbands because of tribal custom, may upon approval of the local and union committees become baptized members of the church. However, should a woman who is a member of the church enter into marriage as a secondary wife, she shall be disfellowshipped and shall not be readmitted to the church unless she separates from her polygamous husband.

C 75 Denominational Aviation

C 75 05 Divisions Operating Aviation Programs—Divisions that have aviation programs shall have policies for the administration and operation of all denominational aviation programs within their respective territory that shall include compliance with applicable safety regulations, pilot licensing requirements, and appropriate insurance coverage. (See General Conference *Working Policy* S 60.) General Conference institutions that have aviation programs shall follow the policies of the division in which the institution is located.

C 75 10 Interdivision Pilot Checkouts—Interdivision employees who are expected to operate an airplane in denominational service shall be required to meet qualifications as set by the calling division.

C 75 15 Flight Training Programs—All denominational flight training programs shall be approved by the authorizing division/union and shall be covered with appropriate insurance. (See insurance requirements in General Conference *Working Policy* S 60 10.)

C 75 20 Airport/Hangar Insurance—All denominational organizations operating airport facilities shall include in their insurance arrangements hangar keepers, liability insurance, and full insurance for any accidents that may occur on the airport property. (See General Conference *Working Policy* S 60 40.)

**MODEL CONSTITUTIONS AND
OPERATING POLICIES**

D 05 Seventh-day Adventist Church Organization

The 54th General Conference Session, in its consideration of the Role and Function of Denominational Organizations, pointed out that the constitutions, bylaws and operating policies of all denominational organizations should be consistent with the Seventh-day Adventist concept of the church, its organization, and governance. The fruitage of that concept is a representative and constituency-based system. Its authority is rooted in God and distributed to the whole people of God. It recognizes the committee system. It provides for shared administration (president, secretary, / chief financial officer) rather than a presidential system. It recognizes a unity of entities (church, conference/mission/field, union, General Conference) based on mission, purpose, and belief that binds the believers together in a universal fellowship. While the integrity of each entity is recognized (church, conference/mission/field, union), each is seen to be a part of a sisterhood which cannot act without reference to the whole.

D 10 Model Union Conference Constitution and Bylaws

D 10 05 Union Conference Constitution and Bylaws—This model constitution shall be followed by all union conferences. Those sections of the model bylaws that appear in bold print are essential to the unity of the Church worldwide, and shall be included in the bylaws as adopted by each union conference. Other sections of the model bylaws may be modified as set out in Bylaw Article XII, provided they continue to be in full harmony with the provisions of this model. Amendments to the Model Union Conference Constitution and Bylaws shall be made by action of the Executive Committee of the General Conference of Seventh-day Adventists at any Annual Council of that Committee.

**CONSTITUTION OF THE _____ UNION
CONFERENCE OF SEVENTH-DAY ADVENTISTS**

Article I—Name

The name of this organization shall be known as the _____ Union Conference of Seventh-day Adventists, hereinafter referred to as the union conference.

Article II—Purpose

The purpose of this union conference is to facilitate the proclamation of the everlasting gospel in the context of the three angels' messages of Revelation 14:6-12 to all peoples within its territory, leading them to accept Jesus as personal Savior and to unite with His Church, and nurturing them in preparation for His soon return.

Article III—Relationships

The _____ Union Conference of Seventh-day Adventists is part of the Southern Africa-Indian Ocean Division of the General Conference of Seventh-day Adventists, a world church organization; and all purposes, policies, and procedures of this union conference shall be in harmony with the working policies and procedures of the Southern Africa-Indian Ocean Division and the General Conference of Seventh-day Adventists. This union conference shall pursue the mission of the Church in harmony with the doctrines, programs, and initiatives adopted and approved by the General Conference of Seventh-day Adventists in its quinquennial sessions.

Article IV—Territory

The territory of this union conference shall consist of _____.

Article V—Membership

The membership of this union conference shall consist of such local conferences and missions/fields as have been or shall be organized in any part of the geographic territory under its jurisdiction and formally approved for membership by vote of the delegates at any regularly scheduled constituency meeting.

Article VI—Bylaws

The voters of this union conference may enact bylaws, and/or repeal them, and such bylaws may embrace any provision not inconsistent with the constitution.

Article VII—Dissolution and Disposition of Assets

This union conference may be dissolved only by a two-thirds majority vote of the delegates present and voting at any constituency meeting.

In the event of the dissolution of this union conference, all assets remaining after all claims have been satisfied shall be transferred to a legal entity authorized by the Southern Africa-Indian Ocean Division of the General Conference of Seventh-day Adventists.

Article VIII—Amendments

This constitution shall not be amended except to conform to the model union conference constitution when it is amended by action of the General Conference Executive Committee at an Annual Council. This union conference shall amend its constitution from time to time at regularly called constituency meetings, any such changes to conform to the model union conference constitution. The union conference executive committee may recommend to the General Conference through the Southern Africa-Indian Ocean Division of the General Conference of Seventh-day Adventists, amendments to the model constitution.

**BYLAWS OF
THE _____ UNION CONFERENCE
OF SEVENTH-DAY ADVENTISTS**

Article I—Principal Office

The principal office for the transaction of the business of the _____ Union Conference is fixed and located at _____, _____. The executive committee may in an emergency change the location of the principal office on a temporary basis.

Article II—Constituency Meetings

Sec. 1. Regular Meeting: This union conference shall hold a regular quinquennial constituency meeting at such time and place as the executive committee of the union conference shall designate. Notice of the time and place of the meeting of the delegates representing the members shall be given by

- a. A notice printed in the official publication of the union conference at least four weeks before the date of the session, or
- b. A method approved by the _____ Union Conference executive committee.

Sec. 2. Special Meeting: a. **The executive committee of this union conference shall call a special constituency meeting at a time and place it deems proper when:**

- 1) **It is voted by the executive committee, or**
- 2) **It is voted by the delegates at any constituency meeting, or**
- 3) **It is requested by _____ percent of the executive committees of the conferences/missions/fields within the union conference, or**
- 4) **It is voted by the Southern Africa-Indian Ocean Division committee or the General Conference Executive Committee.**

b. The Southern Africa-Indian Ocean Division Committee or General Conference Executive Committee may call a special constituency meeting of the union conference.

c. The agenda for special constituency meetings shall be included in the notice of the meeting.

d. The time and place of special constituency meetings shall be given in the same manner as for regularly scheduled constituency meetings.

Sec. 3. Quorum: At least _____ percent of the delegates authorized hereinafter under Section 1 of Article III must be present at the opening of any regular or special constituency meeting to constitute a quorum for the transaction of business. Once the meeting is declared open, the delegates remaining present shall constitute a quorum.

Sec. 4. Proxy Voting: All delegates must be present in person at any constituency meeting in order to be eligible to vote. There shall be no voting by proxy.

Sec. 5. Voting Rights of the Delegates: Each delegate appointed to act on behalf of the members of this union conference shall be entitled to one vote. The voting rights of the individual delegates representing the members as hereinafter provided shall be limited to the particular constituency meeting of the union conference in which they have been designated to represent a local conference/mission/field, institution, the Division or the General Conference of Seventh-day Adventists.

Sec. 6. Election/Appointment and Term of Office: All officers and members of the executive committee who are not ex officio members shall be elected by the delegates at the regular meeting of the union conference constituency and shall hold their offices until the next regular meeting of the union conference constituency, unless they resign or are removed from office, for cause, by the executive committee/a special constituency meeting. The election/appointment of departmental directors, associate departmental directors, associate secretaries, or associate treasurers/financial officers, if not determined by the delegates at the union

conference constituency meeting, shall be referred to the executive committee.

Sec. 7. Appointment of Local Mission/Field Officers: The presidents, secretaries, and treasurers/ chief financial officers of local missions/fields within the territory of this union conference shall be appointed by the union conference in regular session, and shall hold their offices until a midterm meeting of the union executive committee, unless they resign or are removed from office, for cause, by the union conference executive committee or a special constituency meeting. Those appointed at a midterm meeting shall hold their offices until the next regular session of the union conference, unless they resign or are removed from office, for cause, by the union conference executive committee or a special constituency meeting.

(Note: Section 7 above is applicable to union conferences in whose territory there is a local mission/field.)

Article III—Representation

Sec. 1. Representation: a. **Regular Delegates**—Each member organization shall be represented at union conference constituency meetings by duly accredited delegates as follows:

1) Each local conference/mission/field shall be entitled to one delegate without regard to conference/mission/field membership and one additional delegate for each percentage point (1%) of union membership, or major fraction thereof, of which it is comprised. [*The following hypothetical example serves to illustrate this formula:*

| <i>Union:</i> | <i>Membership:</i> | <i>Delegates:</i> | <i>Delegates:</i> | <i>Total:</i> |
|-------------------|---------------------|------------------------|-------------------|---------------|
| | <i>(entities)</i> | <i>(for existence)</i> | <i>(pro-rata)</i> | |
| <i>Field A</i> | 5,000 (20%) | 1 | 20 | 21 |
| <i>Field B</i> | 7,000 (28%) | 1 | 28 | 29 |
| <i>Conference</i> | <u>13,000</u> (52%) | <u>1</u> | <u>52</u> | <u>53</u> |
| <i>Totals</i> | 25,000 (100%) | 3 | 100 | 103] |

2) Such delegates shall be chosen by the respective local conference/mission/field executive committees.

b. **Delegates at large**—In addition, delegates at large shall participate in the union conference constituency meetings as follows:

1) The individual members of the executive committee of this union conference.

2) **Members of the General Conference and Division Executive Committees, who may be present at any constituency meeting of this union conference. The number of such delegates shall not exceed ten percent of the total number of delegates otherwise provided for.**

3) Such other persons from the union conference staff, denominational institutions owned and operated by the union, and local conferences/missions/fields, as may be recommended by the union conference executive committee and accepted by the delegates in session. The number of such delegates shall not exceed ten percent of the total number of regular delegates provided for hereinabove.

Sec. 2. Church Membership Requirement: All delegates appointed to represent the members of this union conference at any constituency meeting shall be members in regular standing of the Seventh-day Adventist Church.

Article IV—Committees

Sec. 1. Organizing Committee: a. An organizing committee for each constituency meeting shall be appointed. It shall consist of _____ representatives from each local conference/mission/field, _____ representatives from the health care system/institution/s serving the union, one representative from each of the union conference-operated institutions, and the president of the Southern Africa-Indian Ocean Division, or his designee, who shall serve as chairperson.

b. The members of the organizing committee shall be appointed by their respective delegates as the first item of business at each regularly scheduled constituency meeting.

c. The organizing committee shall nominate and **the constituency shall elect:**

- 1) **A nominating committee**
- 2) **A constitution and bylaws committee**
- 3) Other committees as may be necessary.

Sec. 2. Nominating Committee: The nominating committee shall consist of at least _____ and not more than _____ members, including the president of the Southern Africa-Indian Ocean Division, or his designee, who shall serve as chairperson.

Sec. 3. Standing Constitution and Bylaws Committee: The standing constitution and bylaws committee shall include an officer of the Southern Africa-Indian Ocean Division, and shall be chaired by the secretary of the _____ Union Conference, or his/her designee. This committee shall function between the regularly scheduled sessions of the constituency and shall submit its reports and detailed recommendations through the executive committee to the next regular constituency meeting.

Article V—Executive Committee

Sec. 1. Membership of Executive Committee: The executive committee of the _____ Union Conference of Seventh-day Adventists shall be

electd at its regularly scheduled constituency meeting and shall consist of not more than _____ members. The president, secretary, treasurer/ chief financial officer, vice president/s, the chief administrator of each union conference institution, and the presidents of constituent conferences/missions/fields shall be members ex officio of the executive committee. The remaining membership shall include laypersons, departmental directors, pastors, or other denomination-al employees. The officers of the Southern Africa-Indian Ocean Division and of the General Conference of Seventh-day Adventists are members ex officio of the union conference executive committee; however, their membership shall be in addition to the number detailed above. Any such officers exercising their voting rights at any one meeting shall not make up more than ten percent of the committee membership present.

Sec. 2. Delegated Authority: The executive committee of this union conference is delegated the authority to act on behalf of the constituents between regular sessions, including the authority to elect or remove for cause, officers, directors of departments/services, board and committee members.

Sec. 3. Administrative Authority: The executive committee shall have full administrative authority:

a. To fill for the current term any vacancies that may occur by death, resignation or otherwise, in its boards, committees, departments, or in offices which have been filled by union conference election. **If a new president is to be elected, the president of the Southern Africa-Indian Ocean Division, or his designee, shall serve as chairperson of the executive committee.**

b. To appoint committees, such as an administrative committee, with their terms of reference.

c. To employ such personnel as may be necessary to execute its work effectively.

d. To grant and withdraw credentials and licenses. The withdrawal of credentials or the removal of those named under Article V, Section 1. of these bylaws shall require the consent of two-thirds of the members of the executive committee.

Sec. 4. Regular Meetings: The executive committee may schedule regular meetings at such times and places as it may select.

Sec. 5. Special Meetings: Special meetings of the executive committee may be called at any time or place by the president or, in his absence, by the secretary. In response to the written request of a majority of the members of the executive committee a special meeting shall also be called by the secretary.

Sec. 6. Quorum: _____ members of the executive committee shall constitute a quorum.

Article VI—Officers

Sec. 1. Executive Officers: The executive officers of this union conference shall be a president, a secretary, and a treasurer/ chief financial officer. The secretary and treasurer/ chief financial officer may be one individual known as the secretary-treasurer/ chief financial officer. It is the duty of these officers, in consultation with one another, to carry forward the work according to plans, policies, and programs voted by the constituency and/or the union executive committee. These plans, policies, and programs shall be in harmony with the doctrines and actions adopted and approved by the General Conference of Seventh-day Adventists in its quinquennial sessions.

a. **President:** The president, who shall be an ordained minister of experience, is the first officer and shall report to the executive committee of the union conference in consultation with the secretary and the treasurer/ chief financial officer. He shall act as chairman of constituency meetings and the executive committee and serve in the general interests of the union conference as the constituency and the executive committee shall determine. In his leadership he shall adhere to the policies of the Southern Africa-Indian Ocean Division and of the General Conference of Seventh-day Adventists, work in harmony with the Southern Africa-Indian Ocean Division Executive Committee, and in close counsel with the Division officers.

b. **Secretary:** The secretary, associated with the president as an executive officer, shall serve under the direction of the executive committee and shall act as vice-chairperson of the executive committee. The secretary shall report to the executive committee of the union conference after consultation with the president. It shall be the duty of the secretary to keep the minutes of the union conference constituency meetings and of the executive committee meetings, to furnish copies of these minutes to all members of the executive committee and to the division officers. The secretary shall also be responsible for providing information as may be requested by the president or by the executive committee; and shall perform such other duties as usually pertain to the office.

c. **Treasurer/ chief financial officer:** The treasurer/ chief financial officer, associated with the president as an executive officer, shall serve under the direction of the executive committee. The treasurer/ chief financial officer shall report to the executive committee of the union conference after consultation with the president. The treasurer/ chief financial officer shall be responsible for providing financial leadership to the organization which will include, but shall not be limited to, receiving,

safeguarding and disbursing all funds in harmony with the actions of the executive committee, for remitting all required funds to the Division/General Conference in harmony with the Southern Africa-Indian Ocean Division policy, and for providing financial information to the president and to the executive committee. The treasurer/ chief financial officer shall also be responsible for furnishing copies of the financial statements to the Southern Africa-Indian Ocean Division officers.

Sec. 2. Other Officers: Other individuals may serve as officers of the union conference, such as vice president, associate secretary, and associate treasurer/ financial officer.

Article VII—Directors of Departments/Associations/Services

Sec. 1. Advisory Role: The directors of departments / associations / services of this union conference shall work under the direction of the executive committee of the union conference and the president and shall serve in an advisory relationship to the field.

Sec. 2. Departments/Services Structure: Union conference departments/services shall be organized in harmony with the departmental/service structure of the General Conference, but shall not necessarily duplicate the departments/services in the division or the General Conference.

Article VIII—Other Organizations

Sec. 1. Unincorporated Organizations: The _____ Union Conference may carry on its ministry through unincorporated subsidiary organizations. Constituency meetings of such organizations shall be held in conjunction with the regularly scheduled constituency meetings of the union conference.

Sec. 2. Corporations: The _____ Union Conference may form corporate bodies provided it obtains prior approval of the Southern Africa-Indian Ocean Division. Membership meetings and elections of boards of directors shall be held as provided by articles and bylaws of the corporations and in harmony with applicable laws.

Article IX—Finance

Sec. 1. Tithes and Offerings: The church funds managed by this union conference shall consist of such tithe, including direct tithe, as it shall be assigned by policy and as received from the local conferences/missions/fields within its territory, and such gifts, legacies,

bequests, devices, appropriations, reverted funds, and other donations as may be made to it.

Sec. 2. Policies: The portion of the tithe which is reserved for this union conference, as specified by policy, and all other funds shall be used in harmony with the financial policies of the Southern Africa-Indian Ocean Division of the General Conference of Seventh-day Adventists; and in the case of donations their use shall be in harmony with the specifications of donors and in compliance with government regulations. Tithe is shared with the division on fixed percentages as set by the Division Executive Committee, and with the General Conference on fixed percentages as set by the Annual Council of the General Conference Executive Committee.

Sec. 3. Bank Accounts: The funds of this union conference shall be safeguarded in harmony with the financial policies of the Southern Africa-Indian Ocean Division of the General Conference of Seventh-day Adventists. Moneys shall be deposited in the name of the _____ Union Conference of Seventh-day Adventists in regular or special accounts in such banks or savings institutions as the executive committee shall designate, and shall be withdrawn only by persons authorized by resolution of the executive committee.

Sec. 4. Financial Statements: The _____ Union Conference shall regularly prepare statements of income and fund balances and shall be responsible for the filing of copies of the annual financial statement with the Southern Africa-Indian Ocean Division and the General Conference of Seventh-day Adventists and, to the extent required by law, with any branch of local or national government.

Article X—Budget, Salary Review, and Audit

Sec. 1. Budget: The _____ Union Conference shall prepare an annual budget in harmony with the policies of the Southern Africa-Indian Ocean Division of the General Conference of Seventh-day Adventists.

Sec. 2. Salary and Expense Review: The executive committee shall constitute an employee remuneration committee to review annually the salary and expense of all the employees of this union conference and set salary rates for the subsequent year.

Sec. 3. Independent Audit: All accounting records of this union conference shall be audited at least annually by an auditor designated by the General Conference Auditing Service; and the records of this union conference or any of its subsidiaries, agencies, or institutions shall at all times be open to said auditor.

Article XI—Indemnification

Sec. 1. To the extent permitted by law, this union conference shall indemnify any person who was or is a party or is threatened to be made a party to any threatened, pending, or completed action, suit, or proceeding, whether civil, criminal, administrative, or investigative, because he/she is or was a member of the union conference executive committee or an officer, employee, or agent of the union conference against expenses (including legal fees), judgments, fines, and amounts paid in settlement actually and reasonably incurred by him/her in connection with such action, suit, or proceeding if he/she acted in good faith and in a manner he/she reasonably believed to be in or not opposed to the best interest of the union conference, and, with respect to any criminal action or proceeding, had no reasonable cause to believe his/her conduct was unlawful.

Sec. 2. This right of indemnification shall be in addition to, and not exclusive of, all other rights to which such member of the executive committee, officer or department director may be entitled.

(Note: This right of indemnification may be expanded or contracted as allowed under local law and as adopted by the constituents.)

Article XII—Amendments

Amendment, Revision and Repeal: The bylaws of this union conference which are essential to the unity of the Church worldwide, and are designated in bold print shall be amended or revised from time to time in order to comply with changes to the Model Union Conference Constitution and Bylaws as voted by the General Conference Executive Committee in its annual meetings. Such amendments or revisions shall be approved by a two-thirds majority vote of the delegates present and voting at any duly called constituency meeting of the union conference. Other sections of the bylaws may be amended, revised, or repealed, in like manner, provided such changes are in harmony with the spirit of the Model Union Conference Constitution and Bylaws, and have been processed through the union conference executive committee. Notice of any proposed changes to the Constitution and Bylaws of this union conference shall be given specifically in conjunction with the publication of notice for the session.

The constituency or the union conference executive committee may recommend to the General Conference through the Southern Africa-Indian Ocean Division of the General Conference of Seventh-day Adventists amendments to the Model Union Conference Constitution and Bylaws.

D 15 Model Union Mission Operating Policy

D 15 05 Union Mission—The following Model Union Mission Operating Policy shall be followed as closely as possible by all union missions. Those sections of the model operating policy that appear in bold print are essential to the unity of the Church worldwide and shall be included in the operating policy for each union mission. Other sections of the model operating policy may be modified as set out in Article XIV, provided they continue to be in full harmony with the provisions of this model. Any modifications needed to meet specific conditions in a union mission shall be submitted to the Southern Africa-Indian Ocean Division Committee for consideration. Amendments to the Model Union Mission Operating Policy shall be made by action of the Executive Committee of the General Conference of Seventh-day Adventists at any Annual Council of that Committee.

OPERATING POLICY OF THE _____ UNION MISSION OF SEVENTH-DAY ADVENTISTS

Article I—Name

This organization, which is a subsidiary of the Southern Africa-Indian Ocean Division of the General Conference of Seventh-day Adventists, shall be known as the _____ Union Mission of Seventh-day Adventists, hereinafter referred to as the union mission.

Article II—Purpose

The purpose of this union mission is to facilitate the proclamation of the everlasting gospel in the context of the three angels' messages of Revelation 14:6-12 to all peoples within its territory, leading them to accept Jesus as personal Saviour and to unite with His Church, and nurturing them in preparation for His soon return.

Article III—Territory

The territory of this union mission shall consist of _____.

Article IV—Membership

The membership of this union mission shall consist of such conferences and local missions/fields as have been or shall be organized in any part of

the territory under its jurisdiction and received into fellowship by vote of the delegates assembled in a union mission session.

Article V—Sessions

Sec. 1. Regular Sessions: This union mission shall hold regular quinquennial sessions at such time and place as the executive committee shall designate, by written notice sent to the presidents of local conferences and missions/fields at least thirty days before the date of the session.

Sec. 2. Session Business: The regular business of the session will be to receive reports of the president, secretary, treasurer/ chief financial officer (based on audited statements), departmental directors, and the auditor's reports, and to approve self-reliance plans for the union mission, which should contain specific, detailed incremental plans for moving the union mission toward union conference status. It shall develop such policies for the conduct of the work as are desirable and in harmony with the policies of the Southern Africa-Indian Ocean Division.

Sec. 3. Appointments/Elections: This union mission in session shall appoint the presidents, secretaries, and treasurers/ chief financial officers of the local missions/fields within its territory. These shall hold their offices until a midterm meeting of the union executive committee unless they resign or are removed from office, for cause, by the union executive committee or a special constituency meeting. Those appointed at a midterm meeting shall hold their offices until the next regular session of the union mission, unless they resign or are removed from office, for cause, by the union mission executive committee or a special constituency meeting. This union mission in session shall also elect the departmental directors of the union, elective members of the union committee and union institutional boards.

Sec. 4. Special Sessions: The executive committee may call a special session at such time and place as it deems proper by a like notice, and the transactions of such sessions shall have the same force as those of the regular sessions. **The division may also call a special session of the union mission.**

Sec. 5. Temporary Committees: Previous to each session of this union mission the executive committee shall provide for such temporary committees as may be necessary to conduct the preliminary work for the session.

Sec. 6. Organizing Committee: An organizing committee for each constituency meeting shall nominate a nominating committee and such other committees as may be needed for the session, with nominees subject to the approval of the constituency delegates. The organizing committee shall consist of representatives from each local conference/mission/field, each union mission operated institution, and the president of the Southern

Africa-Indian Ocean Division, or his designee, who shall serve as chairperson.

Sec. 7. Nominating Committee: The nominating committee shall consist of _____ members, including the president of the Southern Africa-Indian Ocean Division, or his designee, who shall serve as chairperson.

Sec. 8. Voting: The voting on all matters of business shall be by *viva voce* vote unless otherwise demanded by a majority of the delegates present. **Only those delegates who are present in person at any constituency meeting shall be eligible to vote. There shall be no voting by proxy.**

Article VI—Representation

Sec. 1. Delegates at large: Delegates at large to a union mission session shall be:

- a. The members of the executive committee of this union mission
- b. Members of the General Conference and Southern Africa-Indian Ocean Division committees who may be present at any session of this union mission. The number of such delegates shall not exceed ten percent of the total number of delegates otherwise provided for
- c. Such other persons from the union mission staff, denominational institutions owned and operated by the union, and local conferences/missions/fields, as may be recommended by the union mission executive committee and accepted by the delegates in session. The number of such delegates shall not exceed ten percent of the total number of regular delegates provided for hereinabove.

Sec. 2. Regular Delegates: Regular delegates to a union mission session shall be:

- a. Such delegates as shall be duly accredited by the local conferences and missions/fields, on the following basis:

Each local conference or mission/field shall be entitled to one delegate without regard to conference or mission/field membership and one additional delegate for each percentage point (1%) of union membership, or major fraction thereof, of which it is comprised. Such delegates shall be chosen by the respective local committees. [*The following hypothetical example serves to illustrate this formula:*

| <i>Union:</i> | <i>Membership:</i> | <i>Delegates:</i> | <i>Delegates:</i> | <i>Total:</i> |
|-------------------|----------------------|------------------------|-------------------|------------------|
| | <i>(entities)</i> | <i>(for existence)</i> | <i>(pro-rata)</i> | |
| <i>Field A</i> | <i>5,000 (20%)</i> | <i>1</i> | <i>20</i> | <i>21</i> |
| <i>Field B</i> | <i>7,000 (28%)</i> | <i>1</i> | <i>28</i> | <i>29</i> |
| <i>Conference</i> | <i>13,000 (52%)</i> | <i><u>1</u></i> | <i><u>52</u></i> | <i><u>53</u></i> |
| <i>Totals</i> | <i>25,000 (100%)</i> | <i>3</i> | <i>100</i> | <i>103]</i> |

b. **Delegates representing unorganized mission fields as appointed by the executive committee of the union mission.**

Sec. 3. All delegates appointed to represent the members of this union mission at any constituency meeting shall be members in regular standing of the Seventh-day Adventist Church.

Article VII—Executive Committee

Sec. 1. The executive committee shall consist of not more than _____ members, the number to be determined by the Southern Africa-Indian Ocean Division Executive Committee. The union president, the union secretary and treasurer/ chief financial officer presidents of local conferences, and the presidents of local missions/fields shall be members ex officio, the other members being elected at the union regular session. The officers of the Southern Africa-Indian Ocean Division and of the General Conference of Seventh-day Adventists are members ex officio of the union mission executive committee; however, their membership shall be in addition to the number detailed above. Any such officers exercising their voting rights at any one meeting shall not make up more than ten percent of the committee membership present.

Sec. 2. During the intervals between sessions of this union mission, the executive committee shall have administrative power, with authority to appoint committees, such as an administrative committee, with their terms of reference, to grant and withdraw credentials and licenses, and to fill for the current term any vacancies that may occur by death, resignation, or otherwise in its boards, committees, departments, or in offices which have been filled by union election. The offices of union president, secretary, and treasurer/ chief financial officer are always filled by action of the Division Executive Committee. The withdrawal of credentials or filling of vacancies on the union mission executive committee shall require the consent, written or otherwise, of two-thirds of the members of the executive committee.

Sec. 3. The executive committee, including the president, shall be empowered to transact such executive business as is in harmony with the general policies outlined by the division committee. Five members of the union committee, including the president, shall constitute a quorum.

Sec. 4. Meetings of the executive committee may be called at any time or place by the president, or in his absence by the acting chairperson appointed by the union committee. If the president is absent from the field and no acting chairperson has been appointed, such a meeting may be called by the secretary upon the written request of any five members of the executive committee.

Article VIII—Officers and Their Duties

Sec. 1. Executive Officers: The executive officers of this union mission shall be a president, a secretary, and a treasurer/ chief financial officer. The secretary and treasurer/ chief financial officer may be one individual known as the secretary-treasurer/ chief financial officer. It is the duty of these officers, in consultation with one another, to carry forward the work according to plans, policies, and programs voted by the constituency and/or the union executive committee. These plans, policies, and programs shall be in harmony with the doctrines and actions adopted and approved by the General Conference of Seventh-day Adventists in its quinquennial sessions.

The union mission executive officers shall be appointed by the division yearend meeting/council, and shall hold office for the period of five years or until their successors are appointed and enter upon their duties. Vacancies in such offices shall be filled by action of the Division Executive Committee.

a. **President:** The president, who shall be an ordained minister of experience, is the first officer and shall report to the union mission committee in consultation with the secretary and the treasurer/ chief financial officer. He shall act as chairman of constituency meetings and of the union mission committee and serve in the general interests of the union mission as the constituency and the executive committee shall determine. In his leadership he shall adhere to the policies of the Southern Africa-Indian Ocean Division and of the General Conference of Seventh-day Adventists, work in harmony with the Division Executive Committee, and in close counsel with the division officers.

When a union president is to be absent from the field for prolonged periods of time, the union committee shall be authorized, in counsel with the division officers, to appoint an individual to act as chairperson during such absences.

b. **Secretary:** The secretary, associated with the president as an executive officer, shall serve under the direction of the executive committee and shall act as vice-chairperson of the executive committee. The secretary shall report to the executive committee of the union mission after consultation with the president. It shall be the duty of the secretary to keep the minutes of the union mission sessions and of the executive committee meetings, and to furnish copies of such to all members of the executive committee and to the officers of the Southern Africa-Indian Ocean Division. The secretary shall also be responsible for providing information as may be requested by the president or by the union or

division committee; and shall perform such other duties as pertain to the office.

c. Treasurer/ chief financial officer: The treasurer/ chief financial officer, associated with the president as an executive officer, shall serve under the direction of the executive committee. The treasurer/ chief financial officer shall report to the executive committee of the union mission after consultation with the president. The treasurer/ chief financial officer shall be responsible for providing financial leadership to the organization which will include, but shall not be limited to, receiving, safeguarding and disbursing all funds in harmony with the actions of the executive committee, for remitting all required funds to the division/General Conference in harmony with the Southern Africa-Indian Ocean Division policy, and for providing financial information to the president and to the executive committee. The treasurer/ chief financial officer shall also be responsible for furnishing copies of the financial statements to the Southern Africa-Indian Ocean Division officers.

Sec. 2. Other Officers: Other individuals may serve as officers of the union mission, such as associate secretary and associate treasurer/ financial officer.

Article IX—Departments, Incorporations, and Agents

Sec. 1. Such departments as are usual in the General Conference may be created by this union mission as the development of the work requires. **Directors of departments shall work under the direction of the executive committee of the union mission and the president and shall serve in an advisory relationship to the field.**

Sec. 2. At each regular session of this union mission, the delegates shall nominate or elect such trustees of all corporate bodies connected with this organization as may be required by the statutory laws governing each.

Sec. 3. This union mission shall employ such committees, secretaries, treasurers/ chief financial officers, agents, ministers, pioneering employees, and other persons, and shall make such distribution of its employees as may be necessary to execute its work effectively.

Article X—Finance

- Sec. 1. The church funds managed by this union mission shall be:**
- a. Such portion of tithe as it shall be assigned by policy and receive from its respective conferences/missions/fields**
 - b. Appropriations from the Southern Africa-Indian Ocean Division or the General Conference of Seventh-day Adventists**
 - c. Special donations and funds**

d. The assigned portion of tithe from churches not directly under the local fields of the union.

Sec. 2. The executive committee of this union mission shall annually submit to the Southern Africa-Indian Ocean Division appropriate statements of income and fund balances and an estimate of the operating expenses and receipts for the ensuing year for all organizations within its territory.

Sec. 3. The portion of tithe which is reserved for this union mission, as specified by policy, and all other funds shall be used in harmony with the policies of the Southern Africa-Indian Ocean Division of the General Conference; and in the case of donations, their use shall be in harmony with the specifications of donors and in compliance with government regulations. Tithe is shared with the division on fixed percentages as set by the Division Executive Committee, and with the General Conference on fixed percentages as set by the Annual Council of the General Conference Executive Committee. This union mission shall pass on to the Southern Africa-Indian Ocean Division the specified tithe percentage, retirement fund percentages as may be decided by the division committee, and all mission offerings.

Sec. 4. Moneys shall be deposited in the name of the _____ Union Mission of Seventh-day Adventists in regular or special accounts in such banks or savings institutions as the executive committee shall designate, and shall be withdrawn only by persons authorized by resolution of the executive committee.

Sec. 5. Major trust funds belonging to this union mission shall be deposited with the division until needed to fulfill the purpose for which they were raised.

Article XI—Salary Review and Audit

The union committee acting with an officer of the division, or one or more representatives appointed by the division committee, shall annually review the salary and expense of all union employees, it being understood that the salary and expense of the officers of the union are reviewed by the division committee.

All accounting records of this union mission shall be audited at least annually by an auditor designated by the General Conference Auditing Service; and the records of the union mission or any of its subsidiary agencies, or institutions shall at all times be open to said auditor.

Article XII—Indemnification

Sec. 1. To the extent permitted by law, this union mission shall indemnify any person who was or is a party or is threatened to be made a party to any threatened,

pending, or completed action, suit, or proceeding, whether civil, criminal, administrative, or investigative, because he/she is or was a member of the union mission executive committee or an officer, employee, or agent of the union mission against expenses (including legal fees), judgments, fines, and amounts paid in settlement actually and reasonably incurred by him/her in connection with such action, suit, or proceeding if he/she acted in good faith and in a manner he/she reasonably believed to be in or not opposed to the best interest of the union mission, and, with respect to any criminal action or proceeding, had no reasonable cause to believe his/her conduct was unlawful.

Sec. 2. This right of indemnification shall be in addition to, and not exclusive of, all other rights to which such member of the executive committee, officer, or departmental director may be entitled.

(Note: This right of indemnification may be expanded or contracted as allowed under local law and as adopted by the constituents.)

Article XIII—Dissolution and Disposition of Assets

This union mission may be dissolved only by action of the Division Executive Committee.

In the event of the dissolution of this union mission, all assets remaining after all claims have been satisfied shall be transferred to a legal entity authorized by the Southern Africa-Indian Ocean Division of the General Conference of Seventh-day Adventists.

Article XIV—Amendments

At any annual meeting of the Southern Africa-Indian Ocean Division Executive Committee or at a Division Council this operating policy may be amended by a majority vote, provided that such amendments shall not be inconsistent with the Constitution of the General Conference and the working policy of the Southern Africa-Indian Ocean Division of the General Conference of Seventh-day Adventists, and with the spirit of the Model Union Mission Operating Policy. However, those portions of this Operating Policy which are essential to the unity of the Church worldwide and are designated in bold print shall only be amended or revised from time to time by the Southern Africa-Indian Ocean Division Executive Committee by a two-thirds majority vote in order to comply with changes to the Model Union Mission Operating Policy as voted by the General Conference Executive Committee in its annual meetings.

**D 17 Model Union of Churches
Constitution and Bylaws**

D 17 05 Union of Churches Constitution and Bylaws— This model constitution shall be followed by all unions of churches with conference status. Those sections of the model bylaws that appear in bold print are essential to the unity of the Church worldwide, and shall be included in the bylaws as adopted by each union of churches. Other sections of the model bylaws may be modified as set out in Bylaw Article XII, provided they continue to be in full harmony with the provisions of this model. Where specific cases require modification to material in bold print, final approval for such modifications to any material in bold print must be studied and approved by the General Conference Administrative Committee after receiving a recommendation from the division executive committee and the Office of General Counsel.

Amendments to the Model Union of Churches Constitution and Bylaws shall be made by action of the Executive Committee of the General Conference of Seventh-day Adventists at any Annual Council of that Committee.

**CONSTITUTION
OF THE _____ UNION OF CHURCHES
OF SEVENTH-DAY ADVENTISTS**

Article I—Name

The name of this organization shall be known as the _____ Union of Churches of Seventh-day Adventists, hereinafter referred to as the union of churches.

Article II—Purpose

The purpose of this union of churches is to facilitate the proclamation of the everlasting gospel in the context of the three angels' messages of Revelation 14:6-12 to all peoples within its territory, leading them to accept Jesus as personal Saviour and to unite with His Church, and nurturing them in preparation for His soon return.

Article III—Relationships

The _____ Union of Churches of Seventh-day Adventists is part of the Southern Africa-Indian Ocean Division of the General Conference of Seventh-day Adventists, a world Church organization; and all

purposes, policies, and procedures of this union of churches shall be in harmony with the working policies and procedures of the Southern Africa-Indian Ocean Division and the General Conference of Seventh-day Adventists. This union of churches shall pursue the mission of the Church in harmony with the doctrines, programs, and initiatives adopted and approved by the General Conference of Seventh-day Adventists in its quinquennial sessions.

Article IV—Territory

The territory of this union of churches shall consist of _____.

Article V—Membership

The membership of this union of churches shall consist of such local churches as have been or shall be organized in any part of the geographic territory under its jurisdiction and have been accepted into the sisterhood of churches during a session of the constituency.

Article VI—Bylaws

The constituency session of this union of churches may enact bylaws, and/or repeal them, and such bylaws may embrace any provision not inconsistent with the constitution.

Article VII—Dissolution and Disposition of Assets

This union of churches may be dissolved only by a two-thirds majority vote of the delegates present and voting at any constituency meeting. In the event of the dissolution of this union of churches, all assets remaining after all claims have been satisfied shall be transferred to a legal entity authorized by the Southern Africa-Indian Ocean Division of the General Conference of Seventh-day Adventists.

Article VIII—Amendments

This constitution shall not be amended except to conform to the model union of churches constitution when it is amended by action of the General Conference Executive Committee at an Annual Council. This union of churches shall amend its constitution from time to time at regularly called constituency meetings, any such changes to conform to the model union of churches constitution. The executive committee of the union of churches may recommend to the General Conference through

the Southern Africa-Indian Ocean Division of the General Conference of Seventh-day Adventists, amendments to the model constitution.

**BYLAWS
OF THE _____ UNION OF CHURCHES
OF SEVENTH-DAY ADVENTISTS**

Article I—Principal Office

The principal office for the transaction of the business of the _____ Union of Churches is fixed and located at _____, _____, herein after referred to as the union of churches. The executive committee may in an emergency change the location of the principal office on a temporary basis.

Article II—Constituency Meetings

Sec. 1. Regular Meeting: This union of churches shall hold a regular quinquennial constituency meeting at such time and place as the executive committee of the union of churches shall designate.

Notice of the time and place of the meeting of the delegates representing the members shall be given by

a. A notice printed in the official publication of the union of churches at least four weeks before the date of the session, or

b. A method approved by the _____ Union of Churches Executive Committee.

Sec. 2. Special Meeting: a. The executive committee of this union of churches shall call a special constituency meeting at a time and place it deems proper when:

1) **It is voted by the executive committee, or**

2) **It is voted by the delegates at any constituency meeting, or**

3) **At least fifty percent of the constituent churches request it through business meeting decisions of each church.**

4) **It is voted by the Southern Africa-Indian Ocean Division Committee or the General Conference Executive Committee.**

b. The division committee or General Conference Executive Committee may call a special constituency meeting of the union of churches.

c. The agenda for special constituency meetings shall be included in the notice of the meeting.

d. The time and place of special constituency meetings shall be given in the same manner as for regularly scheduled constituency meetings.

Sec. 3. Quorum: At least _____ percent of the delegates authorized hereinafter under Section 1. of Article III must be present at the opening of any regular or special constituency meeting to constitute a quorum for the transaction of business. Once the meeting is declared open, the delegates remaining present shall constitute a quorum.

Sec. 4. Proxy Voting: All delegates must be present at any constituency meeting in order to be eligible to vote. There shall be no voting by proxy.

Sec. 5. Voting Rights of the Delegates: Each delegate appointed to act on behalf of the members of this union of churches shall be entitled to one vote on each proposed motion. The voting rights of the individual delegates representing the members as hereinafter provided shall be limited to the particular constituency meeting of the union of churches.

Sec. 6. Election/Appointment and Term of Office: All officers and members of the executive committee who are not ex officio members shall be elected by the delegates at the regular meeting of the union of churches constituency and shall hold their offices until the next regular meeting of the union of churches constituency, unless they resign or are removed from office, for cause, by the executive committee/a special constituency meeting. The election/appointment of departmental directors, associate departmental directors, associate secretaries, or associate treasurers/financial officers, if not determined by the delegates at the union of churches constituency meeting, shall be referred to the executive committee.

Article III—Representation

Sec. 1. Representation: a. **Regular Delegates—**Each local church shall be represented at union of churches constituency meetings by duly accredited delegates as follows:

1) Each local church shall be entitled to one delegate without regard to membership and one additional delegate for each _____ church members or major fraction thereof.

2) Such delegates shall be chosen by the local churches. This may take place during a business meeting of the church where the proposal of a nominating committee is considered and voted upon, or may be delegated by the business meeting to the church board.

b. **Delegates at large—**In addition, delegates at large shall participate in the union of churches constituency meetings as follows:

1) The individual members of the executive committee of this union of churches.

2) Members of the General Conference and division executive committees, who may be present at any constituency meeting of this union of churches. The number of such delegates shall not exceed ten percent of the total number of delegates otherwise provided for.

3) Such other persons from the union of churches staff, denominational entities owned and operated by the union of churches, as may be recommended by the union of churches executive committee and accepted by the delegates in session. The number of such delegates shall not exceed ten percent of the total number of regular delegates provided for hereinabove.

Sec. 2. Church Membership Requirement: All delegates appointed to represent the members of this union of churches at any constituency meeting shall be members in regular standing of the Seventh-day Adventist Church.

Article IV—Committees

Sec. 1. Organizing Committee: a. An organizing committee of at least _____ persons for each constituency meeting shall be appointed. It shall consist of representatives from the member churches in the union of churches. The selection method should ensure that the members of this organizing committee represent various geographical regions and, where relevant, the major cultural interests represented in the union of churches.

The organizing committee will be chaired by the president of the Southern Africa-Indian Ocean Division, or his designee.

b. The members of the organizing committee shall be appointed as the first item of business at each regularly scheduled constituency meeting.

c. The organizing committee shall nominate and **the constituency shall elect:**

- 1) **A nominating committee**
- 2) **A constitution and bylaws committee**
- 3) Other committees as may be necessary.

Sec. 2. Nominating Committee: The nominating committee shall consist of at least _____ and not more than _____ members, including the president of the Southern Africa-Indian Ocean Division, or his designee, who shall serve as chair.

Sec. 3. Standing Constitution and Bylaws Committee: The standing constitution and bylaws committee shall include an officer of the Southern Africa-Indian Ocean Division, and shall be chaired by the secretary of the _____ Union of Churches, or his/her designee. This committee shall function between the regularly scheduled sessions of the constituency

and shall submit its reports and detailed recommendations through the executive committee to the next regular constituency meeting.

Article V—Executive Committee

Sec. 1. Membership of Executive Committee: The executive committee of the _____ Union of Churches of Seventh-day Adventists shall be elected at its regularly scheduled constituency meeting and shall consist of not more than _____ members. The president, secretary, treasurer/ chief financial officer, vice president(s), and the chief administrator of each union of churches institution, shall be members *ex officio* of the executive committee. The remaining membership shall include laypersons, departmental directors, pastors, or other denominational employees. The officers of the Southern Africa-Indian Ocean Division and of the General Conference of Seventh-day Adventists are members *ex officio* of the union of churches executive committee; however, their membership shall be in addition to the number detailed above. Any such officers exercising their voting rights at any one meeting shall not make up more than ten percent of the committee membership present.

Sec. 2. Delegated Authority: The executive committee of this union of churches is delegated the authority to act on behalf of the constituents between regular sessions, including the authority to elect or remove for cause, officers, directors of departments/services, board and committee members.

Sec. 3. Administrative Authority: The executive committee shall have full administrative authority:

a. To fill for the current term any vacancies that may occur by death, resignation or otherwise, in its boards, committees, departments. **If a new president is to be elected, the president of the Southern Africa-Indian Ocean Division, or his designee, shall serve as chair of the executive committee.**

b. To appoint committees, such as an administrative committee, with their terms of reference.

c. To employ such personnel as may be necessary to execute its work effectively.

d. To grant and withdraw credentials and licenses. The withdrawal of credentials or the removal of those named under Article V, Section 1. of these bylaws shall require the consent of two-thirds of the members of the executive committee.

Sec. 4. Regular Meetings: The executive committee may schedule regular meetings at such times and places as it may select.

Sec. 5. Special Meetings: Special meetings of the executive committee may be called at any time or place by the president or, in his absence, by the secretary. In response to the written request of a majority of the members of the executive committee a special meeting shall also be called by the secretary.

Sec. 6. Quorum: _____ members of the executive committee shall constitute a quorum.

Article VI—Officers

Sec. 1. Executive Officers: The executive officers of this union of churches shall be a president, a secretary, and a treasurer/ chief financial officer. The secretary and treasurer/ chief financial officer may be one individual known as the secretary-treasurer/ chief financial officer.

It is the duty of these officers, in consultation with one another, to carry forward the work according to plans, policies, and programs voted by the constituency and/or the union of churches executive committee. These plans, policies, and programs shall be in harmony with the doctrines and actions adopted and approved by the General Conference of Seventh-day Adventists in its quinquennial sessions.

a. **President:** The president, who shall be an ordained minister of experience, is the first officer and shall report to the executive committee of the union of churches in consultation with the secretary and the treasurer/ chief financial officer. He shall act as chair of constituency meetings and the executive committee and serve in the general interests of the union of churches as the constituency and the executive committee shall determine. In his leadership he shall adhere to the policies of the Southern Africa-Indian Ocean Division and of the General Conference of Seventh-day Adventists, work in harmony with the Southern Africa-Indian Ocean Division executive committee, and in close counsel with the division officers.

b. **Secretary:** The secretary, associated with the president as an executive officer, shall serve under the direction of the executive committee and shall act as vice-chair of the executive committee. The secretary shall report to the executive committee of the union of churches after consultation with the president. It shall be the duty of the secretary to keep the minutes of the union of churches constituency meetings and of the executive committee meetings; to furnish copies of these minutes to all members of the executive committee and to the division officers. The secretary shall also be responsible for providing information as may be requested by the president or by the executive committee; and shall perform such other duties as usually pertain to the office.

c. Treasurer/ chief financial officer: The treasurer/ chief financial officer, associated with the president as an executive officer, shall serve under the direction of the executive committee. The treasurer/ chief financial officer shall report to the executive committee of the union of churches after consultation with the president. The treasurer/ chief financial officer shall be responsible for providing financial leadership to the organization which will include, but shall not be limited to, receiving, safeguarding, and disbursing all funds in harmony with the actions of the executive committee, for remitting all required funds to the division/General Conference in harmony with the Southern Africa-Indian Ocean Division policy, and for providing financial information to the president and to the executive committee. The treasurer/ chief financial officer shall also be responsible for furnishing copies of the financial statements to the Southern Africa-Indian Ocean Division officers.

Sec. 2. Other Officers: Other individuals may serve as officers of the union of churches, such as vice president, associate secretary, and associate treasurer/ financial officer.

Article VII—Directors of Departments/Associations/Services

Sec. 1. Advisory Role: The directors of departments/associations/ services of this union of churches shall work under the direction of the executive committee and the president and shall serve in an advisory relationship to the field.

Sec. 2. Departments/Services Structure: Departments/services of unions of churches shall reflect the needs of its territory and shall take into consideration such services that may be provided by the division and the General Conference.

Article VIII—Other Organizations

Sec. 1. Unincorporated Organizations: The _____ Union of Churches may carry on its ministry through unincorporated subsidiary organizations. Constituency meetings of such organizations shall be held in conjunction with the regularly scheduled constituency meetings of the union of churches.

Sec. 2. Corporations: The _____ Union of Churches may form corporate bodies provided it obtains prior approval of the Southern Africa-Indian Ocean Division. Membership meetings and elections of boards of directors shall be held as provided by articles and bylaws of the corporations and in harmony with applicable laws.

Article IX—Finance

Sec. 1. Tithes and Offerings: The church funds managed by this union of churches shall consist of such tithe, including direct tithe, as it shall be assigned by policy and as received from the local churches within its territory, and such gifts, legacies, bequests, devises, appropriations, reverted funds, and other donations as may be made to it.

Sec. 2. Policies: The portion of the tithe which is reserved for this union of churches, as specified by policy, and all other funds shall be used in harmony with the financial policies of the Southern Africa-Indian Ocean Division of the General Conference of Seventh-day Adventists; and in the case of donations their use shall be in harmony with the specifications of donors and in compliance with government regulations. Tithe is shared with the division on fixed percentages as set by the division executive committee, and with the General Conference on fixed percentages as set by the Annual Council of the General Conference Executive Committee.

Sec. 3. Bank Accounts: The funds of this union of churches shall be safeguarded in harmony with the financial policies of the Southern Africa-Indian Ocean Division of the General Conference of Seventh-day Adventists. Moneys shall be deposited in the name of the _____ Union of Churches of Seventh-day Adventists in regular or special accounts in such banks or savings institutions as the executive committee shall designate, and shall be withdrawn only by persons authorized by resolution of the executive committee.

Sec. 4. Financial Statements: The _____ Union of Churches shall regularly prepare statements of income and fund balances and shall be responsible for the filing of copies of the annual financial statement with the Southern Africa-Indian Ocean Division and the General Conference of Seventh-day Adventists and, to the extent required by law, with any branch of local or national government.

Article X—Budget, Salary Review, and Audit

Sec. 1. Budget: The _____ Union of Churches shall prepare an annual budget in harmony with the policies of the Southern Africa-Indian Ocean Division of the General Conference of Seventh-day Adventists.

Sec. 2. Salary and Expense Review: The executive committee shall constitute an employee compensation remuneration review committee whose tasks are outlined in General Conference *Working Policy*.

Sec. 3. Independent Audit: All accounting records of this union of churches shall be audited at least annually by an auditor chosen in harmony with General Conference *Working Policy*; and the records of this

union of churches or any of its subsidiaries, agencies, or institutions shall at all times be open to said auditor.

Article XI—Indemnification

Sec. 1. To the extent permitted by law, this union of churches shall indemnify any person who was or is a party or is threatened to be made a party to any threatened, pending, or completed action, suit, or proceeding, whether civil, criminal, administrative, or investigative, because he/she is or was a member of the union of churches executive committee or an officer, employee, or agent of the union of churches against expenses (including legal fees), judgments, fines, and amounts paid in settlement actually and reasonably incurred by him/her in connection with such action, suit, or proceeding if he/she acted in good faith and in a manner he/she reasonably believed to be in or not opposed to the best interest of the union of churches, and, with respect to any criminal action or proceeding, had no reasonable cause to believe his/her conduct was unlawful.

Sec. 2. This right of indemnification shall be in addition to, and not exclusive of, all other rights to which such member of the executive committee, officer or department director may be entitled. (Note: This right of indemnification may be expanded or contracted as allowed under local law and as adopted by the constituents.)

Article XII—Amendments

Amendment, Revision and Repeal: The bylaws of this union of churches which are essential to the unity of the Church worldwide, and are designated in bold print shall be amended or revised from time to time in order to comply with changes to the Model Union of Churches Constitution and Bylaws as voted by the General Conference Executive Committee. Such amendments or revisions shall be approved by a simple majority vote of the delegates present and voting at any duly called constituency meeting of the union of churches. Other sections of the bylaws may be amended, revised, or repealed, by a two-thirds majority vote, provided such changes are in harmony with the spirit of the Model Union of Churches Constitution and Bylaws, and have been processed through the union of churches executive committee. Notice of any proposed changes to the Constitution and Bylaws of this union of churches shall be given specifically in conjunction with the publication of notice for the session.

The constituency or a union of churches executive committee may recommend to the General Conference through the Southern Africa-Indian Ocean Division of the General Conference of Seventh-day

Adventists amendments to the Model Union of Churches Constitution and Bylaws.

D 19 Model Union of Churches Operating Policy

D 19 05 Union of Churches— The following Model Union of Churches Operating Policy shall be followed as closely as possible by all unions of churches with mission status. Those sections of the model operating policy that appear in bold print are essential to the unity of the Church worldwide and shall be included in the operating policy for each union of churches with mission status. Other sections of the model operating policy may be modified as set out in Article XIV, provided they continue to be in full harmony with the provisions of this model. Any modifications needed to meet specific conditions in a union of churches shall be submitted to the respective division committee for consideration. Where specific cases require modification to material in bold print, final approval for such modifications to any material in bold print must be studied and approved by the General Conference Administrative Committee after receiving a recommendation from the division executive committee and the Office of General Counsel.

Amendments to the Model Union of Churches Operating Policy shall be made by action of the Executive Committee of the General Conference of Seventh-day Adventists at any Annual Council of that Committee.

**Operating Policy of the _____ Union of
Churches of Seventh-day Adventists**

Article I—Name

This organization, which operates within the Southern Africa-Indian Ocean Division of the General Conference of Seventh-day Adventists, shall be known as the _____ Union of Churches of Seventh-day Adventists, hereinafter referred to as the union of churches.

Article II—Purpose

The purpose of this union of churches is to facilitate the proclamation of the everlasting gospel in the context of the three angels' messages of Revelation 14:6-12 to all peoples within its territory, leading them to accept Jesus as personal Saviour and to unite with His Church, and nurturing them in preparation for His soon return.

Article III—Territory

The territory of this union of churches shall consist of _____.

Article IV—Membership

The membership of this union of churches shall consist of such churches as have been or shall be organized in any part of the territory under its jurisdiction and received into fellowship by vote of the delegates assembled in a union of churches session.

Article V—Sessions

Sec. 1. Regular Sessions: This union of churches shall hold regular quinquennial sessions at such time and place as the executive committee shall designate, by written notice sent to all churches and companies at least thirty days before the date of the session.

Sec. 2. Session Business: The regular business of the session will be to receive reports of the president, secretary, treasurer/ chief financial officer (based on audited statements), departmental directors, and the auditor’s reports, and to approve self-reliance plans for the union of churches, which should contain specific, detailed incremental plans for moving the union of churches toward conference status. It shall develop such policies for the conduct of the work as are desirable and in harmony with the policies of the Southern Africa-Indian Ocean Division.

Sec. 3. Session Elections: This union of churches in session shall elect the departmental directors of the union of churches, and the elective members of the union of churches executive committee, and the members of union of churches institutional boards where the union of churches constituency in session also serves as a constituency for union of churches institutions, who shall hold their offices for the quinquennium period of _____ years or until their successors are elected and enter upon their duties.

Sec. 4. Special Sessions: The executive committee may call a special session at such time and place as it deems proper by a like notice, and the transactions of such sessions shall have the same force as those of the regular sessions. The division executive committee may also call a special session of the union of churches.

Sec. 5. Temporary Committees: Previous to each session of this union of churches the executive committee shall provide for such temporary committees as may be necessary to conduct the preliminary work for the session.

Sec. 6. Organizing Committee: An organizing committee for each constituency meeting shall nominate a nominating committee and such

other committees as may be needed for the session, with nominees subject to the approval of the constituency delegates. The organizing committee shall consist of representatives from each church and each union of churches operated institution, and the president of the Southern Africa-Indian Ocean Division, or his designee, who shall serve as chair.

Sec. 7. Nominating Committee: The nominating committee shall consist of _____ members, including the president of the Southern Africa-Indian Ocean Division, or his designee, who shall serve as chair.

Sec. 8. Voting: The voting on all matters of business shall be by *viva voce* unless otherwise demanded by a majority of the delegates present.

Only those delegates who are present in person at any constituency meeting shall be eligible to vote. There shall be no voting by proxy.

Article VI—Representation

Sec. 1. Regular Delegates: Regular delegates to a union of churches session shall be such delegates as shall be duly accredited by the organized churches of the union of churches, on the basis of one for each local organized church, and one additional for each _____ members or major fraction thereof.

Sec. 2. Delegates at large: Delegates at large to a union of churches session shall be:

- a. The members of the executive committee of this union of churches
- b. Members of the General Conference and Southern Africa-Indian Ocean Division Committees who may be present at any session of this union of churches. The number of such delegates shall not exceed ten percent of the total number of delegates otherwise provided for
- c. Such other persons from the union of churches staff, denominational institutions owned and operated by the union of churches as may be recommended by the union of churches executive committee and accepted by the delegates in session. The number of such delegates shall not exceed ten percent of the total number of regular delegates provided for hereinabove

d. All ordained and licensed ministers, those holding commissioned minister credentials, those holding missionary credentials, and those holding commissioned ministry of teaching credentials from the union of churches

e. Such other persons as may be recommended by the executive committee, and accepted by the delegates in session.

Sec. 3. All delegates appointed to represent the members of this union of churches at any constituency meeting shall be members in regular standing of the Seventh-day Adventist Church.

Article VII—Executive Committee

Sec. 1. The executive committee shall consist of not more than _____ members, the number to be determined by the Southern Africa-Indian Ocean Division Committee. The union of churches president, the union of churches secretary and treasurer/ chief financial officer, shall be members ex officio, the other members being elected at the union of churches regular session.

The officers of the Southern Africa-Indian Ocean Division and of the General Conference of Seventh-day Adventists are members ex officio of the union of churches executive committee; however, their membership shall be in addition to the number detailed above. Any such officers exercising their voting rights at any one meeting shall not make up more than ten percent of the committee membership present.

Sec. 2. During the intervals between sessions of this union of churches, the executive committee shall have administrative power, with authority to appoint committees, such as an administrative committee, with their terms of reference, to grant and withdraw credentials and licenses, and to fill for the current term any vacancies that may occur by death, resignation, or otherwise in its boards, committees, departments, or in offices which have been filled by union of churches election. **The offices of union of churches president, secretary, and treasurer/ chief financial officer are always filled by action of the division executive committee.** The withdrawal of credentials or filling of vacancies on the union of churches executive committee shall require the consent, written or otherwise, of two-thirds of the members of the executive committee.

Sec. 3. The executive committee, including the president, shall be empowered to transact such executive business as is in harmony with the general policies outlined by the division committee. _____ members of the union of churches committee, including the president, shall constitute a quorum.

Sec. 4. Meetings of the executive committee may be called at any time or place by the president, or in his absence by the acting chair appointed by the union of churches committee. If the president is absent from the field and no acting chair has been appointed, such a meeting may be called by the secretary upon the written request of any _____ members of the executive committee.

Article VIII—Officers and Their Duties

Sec. 1. Executive Officers: The executive officers of this union of churches shall be a president, a secretary, and a treasurer/ chief financial officer. The secretary and treasurer/ chief financial officer may be one individual known as the secretary-treasurer/ chief financial officer. **It is the**

duty of these officers, in consultation with one another, to carry forward the work according to plans, policies, and programs voted by the constituency and/or the union of churches executive committee. These plans, policies, and programs shall be in harmony with the doctrines and actions adopted and approved by the General Conference of Seventh-day Adventists in its quinquennial sessions.

The union of churches executive officers shall be appointed by the division yearend meeting/council, and shall hold office for the quinquennial period until their successors are appointed and enter upon their duties. Vacancies in such offices shall be filled by action of the division executive committee.

a. **President:** The president, who shall be an ordained minister of experience, is the first officer and shall report to the union of churches committee in consultation with the secretary and the treasurer/ chief financial officer. He shall act as chair of constituency meetings and of the union of churches committee and serve in the general interests of the union of churches, as the constituency and the executive committee shall determine. In his leadership he shall adhere to the policies of the Southern Africa-Indian Ocean Division and of the General Conference of Seventh-day Adventists, work in harmony with the division executive committee, and in close counsel with the division officers. When a union of churches president is to be absent from the field for prolonged periods of time, the union of churches committee shall be authorized, in counsel with the division officers, to appoint an individual to act as chair during such absences.

b. **Secretary:** The secretary, associated with the president as an executive officer, shall serve under the direction of the executive committee and shall act as vice-chair of the executive committee. The secretary shall report to the executive committee of the union of churches after consultation with the president. It shall be the duty of the secretary to keep the minutes of the union of churches sessions and of the executive committee meetings, and to furnish copies of such to all members of the executive committee and to the officers of the Southern Africa-Indian Ocean Division. The secretary shall also be responsible for providing information as may be requested by the president or by the union of churches or division committee; and shall perform such other duties as pertain to the office.

c. **Treasurer/ chief financial officer:** The treasurer/ chief financial officer, associated with the president as an executive officer, shall serve under the direction of the executive committee. The treasurer/ chief financial officer shall report to the executive committee of the union of churches after consultation with the president. The treasurer/ chief financial officer shall be responsible for providing financial leadership to

the organization which will include, but shall not be limited to, receiving, safeguarding and disbursing all funds in harmony with the actions of the executive committee, for remitting all required funds to the division/General Conference in harmony with the Southern Africa-Indian Ocean Division policy, and for providing financial information to the president and to the executive committee. The treasurer/ chief financial officer shall also be responsible for furnishing copies of the financial statements to the Southern Africa-Indian Ocean Division officers.

Sec. 2. Other Officers: Other individuals may serve as officers of the union of churches, such as vice-president, associate secretary, and associate treasurer/ financial officer.

Article IX—Departments, Incorporations, and Agents

Sec. 1. Such departments as are usual in the General Conference and/or division may be created by this union of churches as the development of the work requires. **Directors of departments shall work under the direction of the executive committee of the union of churches and the president and shall serve in an advisory relationship to the field.**

Sec. 2. At each regular session of this union of churches, the delegates shall nominate or elect such trustees of all corporate bodies connected with this organization as may be required by the statutory laws governing each.

Sec. 3. This union of churches shall employ such committees, secretaries, treasurers/ chief financial officers, agents, ministers, pioneering employees, and other persons, and shall make such distribution of its employees as may be necessary to execute its work effectively.

Article X—Finance

Sec. 1. The church funds managed by this union of churches shall be:

- a. Such portion of tithe as it shall be assigned by policy and receive from its respective churches and companies**
- b. Appropriations from the Southern Africa-Indian Ocean Division or the General Conference of Seventh-day Adventists**
- c. Special donations and funds**

Sec. 2. The executive committee of this union of churches shall annually submit to the Southern Africa-Indian Ocean Division appropriate statements of income and fund balances and an estimate of the operating expenses and receipts for the ensuing year for all organizations within its territory.

Sec. 3. The portion of tithe which is reserved for this union of churches, as specified by policy, and all other funds shall be used in harmony with the policies of the Southern Africa-Indian Ocean Division of the General

Conference; and in the case of donations, their use shall be in harmony with the specifications of donors and in compliance with government regulations. Tithe is shared with the division on fixed percentages as set by the division executive committee, and with the General Conference Executive Committee. This union mission of churches shall pass on to the Southern Africa-Indian Ocean Division the specified tithe percentage, retirement fund percentages as may be decided by the division committee, and all mission offerings.

Sec. 4. Moneys shall be deposited in the name of the _____ Union of Churches of Seventh-day Adventists in regular or special accounts in such banks or savings institutions as the executive committee shall designate, and shall be withdrawn only by persons authorized by resolution of the executive committee.

Sec. 5. Major trust funds belonging to this union of churches shall be deposited with the division until needed to fulfill the purpose for which they were raised.

Article XI—Salary Review and Audit

The union of churches committee acting with an officer of the division, or one or more representatives appointed by the division committee, shall annually review the salary and expense of all union of churches employees, it being understood that the salary and expense of the officers of the union of churches are reviewed by the division committee.

All accounting records of this union of churches shall be audited at least annually by an auditor from the General Conference Auditing Service or one selected in harmony with division policy; and the records of the union of churches or any of its subsidiary agencies, or institutions shall at all times be open to said auditor.

Article XII—Indemnification

Sec. 1. To the extent permitted by law, this union of churches shall indemnify any person who was or is a party or is threatened to be made a party to any threatened, pending, or completed action, suit, or proceeding, whether civil, criminal, administrative, or investigative, because he/she is or was a member of the union of churches executive committee or an officer, employee, or agent of the union of churches against expenses (including legal fees), judgments, fines, and amounts paid in settlement actually and reasonably incurred by him/her in connection with such action, suit, or proceeding if he/she acted in good faith and in a manner he/she reasonably believed to be in or not opposed to the best interest of the union of churches, and, with respect

to any criminal action or proceeding, had no reasonable cause to believe his/her conduct was unlawful.

Sec. 2. This right of indemnification shall be in addition to, and not exclusive of, all other rights to which such member of the executive committee, officer, departmental director or employee may be entitled.

(Note: This right of indemnification may be expanded or contracted as allowed under local law and as adopted by the constituents.)

Article XIII—Dissolution and Disposition of Assets

This union of churches may be dissolved only by action of the division executive committee.

In the event of the dissolution of this union of churches, all assets remaining after all claims have been satisfied shall be transferred to a legal entity authorized by the Southern Africa-Indian Ocean Division of the General Conference of Seventh-day Adventists.

Article XIV—Amendments

At any annual meeting of the Southern Africa-Indian Ocean Division Executive Committee or at a Division Council this operating policy may be amended by a majority vote, provided that such amendments shall not be inconsistent with the Constitution of the General Conference and the working policy of the Southern Africa-Indian Ocean Division of the General Conference of Seventh-day Adventists, and with the spirit of the Model Union of Churches Operating Policy. However, those portions of this operating policy which are essential to the unity of the Church worldwide and are designated in bold print shall only be amended or revised from time to time by the Southern Africa-Indian Ocean Division Executive Committee by a simple majority vote in order to comply with changes to the Model Union of Churches Operating Policy as voted by the General Conference Executive Committee in its annual meetings.

D 20 Model Local Conference Constitution and Bylaws

D 20 05 Local Conference Constitution and By-laws—This model constitution shall be followed by all local conferences. Those sections of the model bylaws that appear in bold print are essential to the unity of the Church worldwide, and shall be included in the bylaws as adopted by each local conference. Other sections of the model bylaws may be modified as set out in Bylaw Article XII, provided they continue to be in full harmony with the provisions of this model. Where specific cases require modification to material

in bold print, final approval for such modifications to any material in bold print must be studied and approved by the General Conference Administrative Committee after receiving a recommendation from the division executive committee and the Office of General Counsel.

Amendments to the Model Union of Churches Operating Policy shall be made by action of the Executive Committee of the General Conference of Seventh-day Adventists at any Annual Council of that Committee.

CONSTITUTION OF THE _____ CONFERENCE OF SEVENTH-DAY ADVENTISTS

Article I—Name

The name of this organization shall be known as the _____ Conference of Seventh-day Adventists, hereinafter referred to as the conference.

Article II—Purpose

The purpose of this conference is to facilitate the proclamation of the everlasting gospel in the context of the three angels' messages of Revelation 14:6-12 to all peoples within its territory, leading them to accept Jesus as personal Savior and to unite with His church, and nurturing them in preparation for His soon return.

Article III—Relationships

The _____ Conference of Seventh-day Adventists is a part of the _____ Union Conference/Union Mission of Seventh-day Adventists, which in turn is a part of the Southern Africa-Indian Ocean Division of the General Conference of Seventh-day Adventists, a world church organization; and all purposes, policies and procedures of this conference shall be in harmony with the working policies and procedures of the Southern Africa-Indian Ocean Division and the General Conference of Seventh-day Adventists. This conference shall pursue the mission of the Church in harmony with the doctrines, programs, and initiatives adopted and approved by the General Conference of Seventh-day Adventists in its quinquennial sessions.

Article IV—Territory

The territory of this conference shall consist of _____ .

Article V—Membership

The membership of this conference shall consist of such churches as have been or shall be properly organized in any part of the geographic territory under its jurisdiction and formally approved for membership by vote of the delegates at any regularly scheduled constituency meeting.

Article VI—Bylaws

The voters of this conference may enact bylaws, and/or repeal them, and such bylaws may embrace any provision not inconsistent with the constitution.

Article VII—Dissolution and Disposition of Assets

This conference may be dissolved only by a two-thirds majority vote of the delegates present and voting at any constituency meeting.

In the event of the dissolution of this conference, all assets remaining after all claims have been satisfied shall be transferred to a legal entity authorized by the Southern Africa-Indian Ocean Division of the General Conference of Seventh-day Adventists.

Article VIII—Amendments

This constitution shall not be amended except to conform to the model local conference constitution when it is amended by action of the General Conference Executive Committee at an Annual Council. This conference shall amend its constitution from time to time at regularly called constituency meetings, any such changes to conform to the model local conference constitution. The conference executive committee may recommend to the General Conference, through the _____ Union Conference/Union Mission and the Southern Africa-Indian Ocean Division of the General Conference of Seventh-day Adventists, amendments to the model constitution.

**BYLAWS
OF
THE _____ CONFERENCE OF
SEVENTH-DAY ADVENTISTS**

Article I—Principal Office

The principal office for the transaction of the business of the _____ Conference is fixed and located at _____, _____. The executive committee may in an emergency change the location of the principal office on a temporary basis.

Article II—Constituency Meetings

Sec. 1. Regular Meeting: This conference shall hold a regular _____ (biennial, triennial, quadrennial, or quinquennial) **constituency meeting at such time and place as the executive committee of the conference shall designate.** Notice of the time and place of the meeting of the delegates representing the members shall be given by

a. A notice printed in the official publication of the _____ Union Mission/Union Conference at least four weeks before the date of the session, or

b. A method approved by the _____ Conference executive committee.

Sec. 2. Special Meeting: a. **The executive committee of this conference shall call a special constituency meeting, at a time and place it deems proper when:**

- 1) **It is voted by the executive committee, or**
- 2) **It is voted by the delegates at any constituency meeting, or**
- 3) **It is requested by _____ percent of the churches of the conference through their church boards, or**
- 4) **It is voted by the union committee, division committee, or**

General Conference Executive Committee.

b. **The union committee or the division committee may call a special constituency meeting of the conference.**

c. The agenda for special constituency meetings shall be included in the notice of the meeting.

d. The time and place of special constituency meetings shall be given in the same manner as for regularly scheduled constituency meetings.

Sec. 3. Quorum: At least _____ percent of the delegates authorized hereinafter under Section 1 of Article III must be present at any regular or special constituency meeting to constitute a quorum for the transaction of

business. Once the meeting is declared open, the delegates present shall constitute a quorum.

Sec. 4. Proxy Voting: All delegates must be present in person at any constituency meeting in order to be eligible to vote. There shall be no voting by proxy.

Sec. 5. Voting Rights of the Delegates: Each delegate appointed to act on behalf of the members of this conference shall be entitled to one vote. The voting rights of the individual delegates representing the members as hereinafter provided shall be limited to the particular constituency meeting of the conference in which they have been designated to represent a local church, an institution, the _____ Union Conference, the Southern Africa-Indian Ocean Division or the General Conference of Seventh-day Adventists.

Sec. 6. Election/Appointment and Term of Office: All officers and members of the executive committee who are not ex officio members shall be elected by the delegates at the regular meeting of the conference constituency and shall hold their offices until the next regular meeting of the conference constituency, unless they resign or are removed from office, for cause, by the executive committee/a special constituency meeting. The election/appointment of departmental directors, associate departmental directors, associate secretaries, or associate treasurers/ chief financial officer, if not determined by the delegates at the conference constituency meeting, shall be referred to the executive committee.

Article III—Representation

Sec. 1. The delegates at any constituency meeting of this conference shall be regular delegates and delegates at large.

a. Regular Delegates: All delegates duly accredited by any one of the organized churches of the conference. Each church shall be entitled to one delegate for the organization and one additional delegate for each percentage point (1%) of conference membership, or major fraction thereof, of which it is comprised. If the conference membership is less than 5,000, then this additional representation shall be based on two percent (2%) of membership, or major fraction thereof. These delegates must **hold membership in the local church which accredits them.** *[If, for example, a conference has 50,000 members and 300 organized churches, each church would have one delegate for its organization (300 delegates). One percent of 50,000 is 500 members, therefore churches would be entitled to additional delegates as follows:*

| <i>Membership:</i> | <i>Additional Delegates:</i> | <i>Total Delegates per Church:</i> |
|--------------------|------------------------------|------------------------------------|
| <i>Up to 250</i> | <i>Nil</i> | <i>1</i> |
| <i>251-750</i> | <i>1</i> | <i>2</i> |
| <i>751-1,250</i> | <i>2</i> | <i>3</i> |

b. Delegates at large:

1) All members of the executive committee of the _____ Conference.

2) **All members of the executive committee of the _____ Union Mission/Union Conference who may be present at any constituency meeting of this conference.**

3) All employees holding credentials or ministerial licenses issued by this conference.

4) **Members of the General Conference Executive Committee who may be present at any constituency meeting of this conference. The number of such delegates representing the General Conference of Seventh-day Adventists shall not exceed ten percent of the total number of delegates otherwise provided for.**

5) **Such other persons as may be recommended by the executive committee and accepted by the delegates in session. The number of such delegates shall not exceed ten percent of the total number of regular delegates provided for hereinabove.**

Sec. 2. All delegates appointed to represent the members of this conference at any constituency meeting shall be members in regular standing of the Seventh-day Adventist Church.

Article IV—Committees

Sec. 1. Organizing Committee: a. The organizing committee shall be constituted as follows: Each church represented at the constituency meeting shall choose, or empower its delegation to choose, one member plus one additional member for each _____ members or a major fraction thereof.

b. The chairperson of the organizing committee shall be the president of the _____ Union or his designee.

c. The organizing committee shall nominate and **the constituency shall elect:**

1) **A nominating committee**

2) **A constitution and bylaws committee**

3) Other committees as may be necessary.

d. Members of the organizing committee shall be chosen at or prior to the constituency meeting.

e. If the organizing committee is to meet prior to the constituency meeting, the time and place of the meeting shall be given in the official notice of the meeting.

Sec. 2. Nominating Committee: The nominating committee shall consist of at least _____ and not more than _____ members, including

the president of the _____ Union Mission/ Conference, or his designee, who shall serve as the chairperson. The membership of the committee shall be balanced, as nearly as possible, between denominational workers and laypersons representing various segments of the work and territories of the conference.

Sec. 3. Standing Constitution and Bylaws Committee: The standing constitution and bylaws committee shall include an officer of the _____ Union Mission/Conference, and shall be chaired by the secretary of the local conference, or his/her designee.

This committee shall function between the regularly scheduled constituency meetings and shall submit its reports and detailed recommendations through the conference executive committee to the next regular constituency meeting.

Sec. 4. Voting: The election of officers and the voting on all other matters of business shall be by *viva voce* unless otherwise determined by a majority vote of the delegates present.

Article V—Executive Committee

Sec. 1. Membership: The executive committee of the _____ Conference of Seventh-day Adventists shall be elected at its regularly scheduled constituency meeting and shall consist of not more than _____ members. The president, secretary, treasurer/ chief financial officer, and vice president/s shall be members *ex officio* of the executive committee. The membership of the committee may include at least one departmental director and one institutional representative with **the remaining membership balanced as nearly as possible between laypersons and pastors or other denominational employees** from various sections of the conference. The officers of the _____ Union Mission/Conference, of the Southern Africa-Indian Ocean Division and of the General Conference of Seventh-day Adventists are members *ex officio* of the local conference executive committee; however, their membership shall be in addition to the number detailed above. Any such officers exercising their voting rights at any one meeting shall not make up more than ten percent of the committee membership present.

Sec. 2. Delegated Authority: The executive committee of this conference is delegated the authority to act on behalf of the constituents between regular sessions, including the authority to elect or remove for cause officers, directors of departments/services, board and committee members.

Sec. 3. Administrative Authority: The executive committee shall have full administrative authority:

a. To fill for the current term any vacancies that may occur by death, resignation or otherwise, in its boards, committees, departments, or in offices which have been filled by conference election. **If a new president is to be elected, the president of the _____ Union Mission/Union Conference or his designee, shall serve as chairperson of the executive committee.**

b. To appoint committees, such as an administrative committee, with their terms of reference.

c. To employ ministers, secretaries, teachers, and other persons as deemed necessary for the work of the conference.

d. To grant and withdraw credentials and licenses. The withdrawal of credentials or the removal of those named under Article V, Section 1. of these bylaws shall require the consent of two-thirds of the members of the executive committee.

Sec. 4. Regular Meetings: The executive committee may schedule regular meetings at such times and places as it may select.

Sec. 5. Special Meetings: Special meetings of the executive committee may be called at any time or place by the president or, in his absence, by the secretary. A special meeting shall also be called by the secretary in response to the written request of a majority of the members of the executive committee.

Sec. 6. Quorum: _____ members of the executive committee shall constitute a quorum.

Article VI—Officers

Sec. 1. Executive Officers: The executive officers of this conference shall be a president, a secretary, and a treasurer/ chief financial officer. The secretary and treasurer/ chief financial officer may be one individual known as the secretary-treasurer/ chief financial officer. **It is the duty of these officers, in consultation with one another, to carry forward the work according to plans, policies, and programs voted by the constituency and/or the conference executive committee. These plans, policies, and programs shall be in harmony with the doctrines and actions adopted and approved by the General Conference of Seventh-day Adventists in its quinquennial sessions.**

a. **President:** The president, who shall be an ordained minister of experience, is the first officer and shall report to the executive committee of the conference in consultation with the secretary and the treasurer/ chief financial officer. He shall act as chairman of the constituency meetings and the executive committee, and serve in the general interests of the _____ Conference as the constituency and the executive committee shall determine. In his leadership he shall adhere to the policies of the _____ Union Mission/Union Conference, the Southern Africa-

Indian Ocean Division and the General Conference of Seventh-day Adventists, work in harmony with the _____ Union Mission/Union Conference Committee, and in close counsel with the union officers.

b. Secretary: The secretary, associated with the president as an executive officer, shall serve under the direction of the executive committee and shall act as vice-chairperson of the executive committee. The secretary shall report to the executive committee of the conference after consultation with the president. It shall be the duty of the secretary to keep the minutes of the conference constituency meetings and of the executive committee meetings, to furnish copies of these minutes to all members of the executive committee and to the officers of the _____ Union Mission/Union Conference. The secretary shall also be responsible for providing information as may be requested by the president or by the executive committee, and shall perform such other duties as usually pertain to the office.

c. Treasurer/ chief financial officer: The treasurer/ chief financial officer, associated with the president as an executive officer, shall serve under the direction of the executive committee. The treasurer/ chief financial officer shall report to the executive committee of the conference after consultation with the president. The treasurer/ chief financial officer shall be responsible for providing financial leadership to the organization which will include, but shall not be limited to, receiving, safeguarding and disbursing all funds in harmony with the actions of the executive committee, for remitting all required funds to the union/division/General Conference in harmony with the Southern Africa-Indian Ocean Division policy, and for providing financial information to the president and to the executive committee. The treasurer/ chief financial officer shall also be responsible for furnishing copies of the financial statements to the _____ Union officers.

Sec. 2. Other Officers: Other individuals may serve as officers of the local conference, such as vice president, associate secretary, and associate treasurer/ financial officer.

Article VII—Directors of Departments/Associations/Services

Sec. 1. Advisory Role: The directors of departments/ associations/services of this conference shall work under the direction of the executive committee of the conference and the president and shall serve in an advisory relationship to the field.

Sec. 2. Departments/Services Structure: Conference departments/ services shall be organized in harmony with the departmental/ service structure of the

General Conference but shall not necessarily duplicate the departments/services in the union, division, or General Conference.

Article VIII—Other Organizations

Sec. 1. Unincorporated Organizations: The _____ Conference may carry on its ministry through unincorporated subsidiary organizations. Constituency meetings of such organizations shall be held in conjunction with the regularly scheduled constituency meetings of the conference.

Sec. 2. Corporations: The _____ Conference may form corporate bodies provided it obtains prior approval of the Southern Africa-Indian Ocean Division. Membership meetings and elections of boards of directors shall be held as provided by articles and bylaws of the corporations and in harmony with applicable laws.

Article IX—Finance

Sec. 1. Tithes and Offerings: The church funds managed by this conference shall consist of such tithe, including direct tithe, as it shall be assigned by policy and as received from within its territory, and such gifts, legacies, bequests, devises, appropriations, reverted funds, and other donations as may be made to it.

Sec. 2. Policies: The portion of the tithe which is reserved for this conference, as specified by policy, and all other funds shall be used in harmony with the financial policies of the Southern Africa-Indian Ocean Division of the General Conference of Seventh-day Adventists; and in the case of donations, their use shall be in harmony with the specifications of donors and in compliance with government regulations. Tithe is shared with the union and division on fixed percentages as set by the Division Executive Committee, and with the General Conference on fixed percentages as set by the Annual Council of the General Conference Executive Committee.

Sec. 3. Bank Accounts: The funds of this conference shall be safeguarded in harmony with the financial policies of the Southern Africa-Indian Ocean Division of the General Conference of Seventh-day Adventists. Moneys shall be deposited in the name of the _____ Conference of Seventh-day Adventists in regular or special accounts, in such banks or savings institutions as the executive committee shall designate, and shall be withdrawn only by persons authorized by resolution of the executive committee.

Sec. 4. Financial Statements: The _____ Conference shall prepare annually appropriate statements of income and fund balances and shall be responsible for the filing of any financial information directly with the

_____ Union and the Southern Africa-Indian Ocean Division of the General Conference of Seventh-day Adventists and, to the extent required by law, with any branch of local or national government.

Article X—Budget, Salary Review, and Audit

Sec. 1. Budget: The _____ Conference shall prepare an annual budget in harmony with the policies of the Southern Africa-Indian Ocean Division of the General Conference of Seventh-day Adventists.

Sec. 2. Salary and Expense Review: The executive committee shall constitute an employee remuneration committee to review annually the salary and expense of all the employees and set salary rates for the subsequent year.

Sec. 3. Independent Audit: All accounting records of this conference shall be audited at least annually by an auditor designated by the General Conference Auditing Service; and the records of this conference or any of its subsidiaries, agencies, or institutions shall at all times be open to said auditor.

Article XI—Indemnification

Sec. 1. To the extent permitted by law, this conference shall indemnify any person who was or is a party or is threatened to be made a party to any threatened, pending, or completed action, suit, or proceeding, whether civil, criminal, administrative, or investigative, because he/she is or was a member of the conference executive committee or an officer, employee, or agent of the conference against expenses (including legal fees), judgments, fines, and amounts paid in settlement actually and reasonably incurred by him/her in connection with such action, suit, or proceeding if he/she acted in good faith and in a manner he/she reasonably believed to be in or not opposed to the best interest of the conference, and, with respect to any criminal action or proceeding, had no reasonable cause to believe his/her conduct was unlawful.

Sec. 2. This right of indemnification shall be in addition to, and not exclusive of, all other rights to which such member of the executive committee, or an officer or department director may be entitled.

(Note: This right of indemnification may be expanded or contracted as allowed under local law and as adopted by the constituents.)

Article XII—Amendments

Amendment, Revision, and Repeal: The bylaws of this conference which are essential to the unity of the Church worldwide, and are

designated in bold print shall be amended or revised from time to time in order to comply with changes to the Model Local Conference Constitution and Bylaws as voted by the General Conference Executive Committee in its annual meetings. Such amendments or revisions shall be approved by a two-thirds majority vote of the delegates present and voting at any duly called constituency meeting of the local conference. Other sections of the bylaws may be amended, revised, or repealed, in like manner, provided such changes are in harmony with the spirit of the Model Local Conference Constitution and Bylaws, and have been processed through the conference executive committee. Notice of any proposed changes to the constitution and bylaws of this conference shall be given specifically in conjunction with the publication of notice for the session.

The constituency or the conference executive committee may recommend to the General Conference through the _____ Union Mission/Union Conference and the Southern Africa-Indian Ocean Division of the General Conference of Seventh-day Adventists amendments to the Model Local Conference Constitution and Bylaws.

D 25 Model Local Mission/Field Operating Policy

D 25 05 Local Mission/Field— The following Model Local Mission/Field Operating Policy shall be followed as closely as possible by all local missions/fields. Those sections of the model operating policy that appear in bold print are essential to the unity of the Church worldwide and shall be included in the operating policy for each local mission/field. Other sections of the model operating policy may be modified as set out in Article XIV, provided they continue to be in full harmony with the provisions of this model. Any other modifications needed to meet specific conditions in a local mission or field shall be submitted to the respective division committee for consideration. Where specific cases require modification to material in bold print, final approval for such modifications to any material in bold print must be studied and approved by the General Conference Administrative Committee after receiving a recommendation from the division executive committee and the Office of General Counsel.

Amendments to the Model Local Mission/Field Operating Policy shall be made by action of the Executive Committee of the General Conference of Seventh-day Adventists at any Annual Council of that committee.

**OPERATING POLICY OF THE _____ MISSION/FIELD
OF SEVENTH-DAY ADVENTISTS**

Article I—Name

This organization, which is a subsidiary of the _____ Union Mission/Union Conference of Seventh-day Adventists, shall be known as the _____ Mission/Field of Seventh-day Adventists, hereinafter referred to as the mission/field.

Article II—Purpose

The purpose of this mission/field is to facilitate the proclamation of the everlasting gospel in the context of the three angels' messages of Revelation 14:6-12 to all peoples within its territory, leading them to accept Jesus as personal Saviour and to unite with His Church, and nurturing them in preparation for His soon return.

Article III—Territory

The territory of this mission/field shall consist of _____ .

Article IV—Membership

The membership of this mission/field shall consist of such churches as have been or shall be properly organized in any part of the territory under its jurisdiction and accepted by vote of the delegates assembled in a mission/field session.

Article V—Sessions

Sec. 1. Regular Sessions: This mission/field shall hold regular sessions at such time and place as the mission/field committee in counsel with the officers of the union mission/union conference shall designate by written notice sent to all churches and companies at least thirty days prior to the session.

Sec. 2. Session Business: The regular business of the session will be to receive reports of the president, secretary, treasurer/ chief financial officer (based on audited statements), departmental directors, and the auditor's reports, and to approve self-reliance plans for the local mission/field, which should contain specific, detailed incremental plans for moving the local mission/field toward local conference status.

Sec. 3. Session Elections: This mission/field in session shall elect the departmental directors of the mission/field, and the elective members of

the mission/field executive committee, who shall hold their offices for the period of _____ years or until their successors are elected and enter upon their duties.

Sec. 4. Special Sessions: The mission/field committee may, upon approval of the union committee, call a special session at such time and place as it may deem proper by a like notice, and the transactions of such sessions shall have the same force as those of the regular sessions. The union may also call a special session of the mission/field.

Sec. 5. Temporary Committees: Previous to each session of the mission/field the executive committee shall provide for such temporary committees as may be necessary to conduct the preliminary work of the session.

Sec. 6. Organizing Committee: An organizing committee for each constituency meeting shall nominate a nominating committee and such other committees as may be needed for the session, with nominees subject to the approval of the constituency delegates. The organizing committee shall consist of representatives from each church and each mission/field operated institution, and the president of the _____ Union, or his designee, who shall serve as chairperson.

Sec. 7. Nominating Committee: The nominating committee shall consist of _____ members, including the president of the _____ Union, or his designee, who shall serve as chairperson.

Sec. 8. Voting: The voting on all matters of business shall be by *viva voce* unless otherwise demanded by a majority of the delegates present. Only those delegates who are present in person at any constituency meeting shall be eligible to vote. There shall be no voting by proxy.

Article VI—Representation

Sec. 1. Regular Delegates: Regular delegates to a mission/field session shall be such delegates as shall be duly accredited by the organized churches of the mission/field, on the basis of one for each local organized church, and one additional for each percentage point (1%) of mission membership, or major fraction thereof, of which it is comprised. If the mission/field membership is less than 5,000, then the additional representation shall be based on two percent (2%) of membership, or major fraction thereof. *[If, for example, a mission field has 5,000 members and 100 organized churches, each church would have one delegate for its organization (100 delegates). Two percent of 5,000 is 100 members, therefore churches would be entitled to additional delegates as follows:*

| | | |
|--------------------|------------------------------|------------------------------------|
| <i>Membership:</i> | <i>Additional Delegates:</i> | <i>Total Delegates per Church:</i> |
| <i>Up to 50</i> | <i>Nil</i> | <i>1</i> |

| | | |
|---------|---|----|
| 51-150 | 1 | 2 |
| 151-250 | 2 | 3 |
| 251-350 | 3 | 4] |

Sec. 2. Delegates at large: Delegates at large to a mission/field session shall be:

- a. **The members of the executive committee of this mission/field**
- b. **Members of the General Conference, the Southern Africa-Indian Ocean Division and the _____ Union Mission/Conference Committees who may be present at any session of this mission/field. The number of such delegates shall not exceed ten percent of the total number of delegates otherwise provided for**
- c. **All ordained and licensed ministers, and those holding missionary credentials from the _____ Union or the mission/field.**
- d. **Such other persons as may be recommended by the executive committee, and accepted by the delegates in session.**

Sec. 3. All delegates appointed to represent the members of this mission/field at any constituency meeting shall be members in regular standing of the Seventh-day Adventist Church.

Article VII—Executive Committee

Sec. 1. The mission/field executive committee, of which the president shall be the chairman and the secretary/secretary-treasurer/ chief financial officer shall be the secretary, shall consist of from five to fifteen members, as determined by the union conference/union mission executive committee. The officers of the _____ Union Mission/Union Conference, the Southern Africa-Indian Ocean Division, and the General Conference of Seventh-day Adventists are members ex officio of the mission/field executive committee; however, their membership shall be in addition to the number detailed above. Any such officers exercising their voting rights at any one meeting shall not make up more than ten percent of the committee membership present.

Sec. 2. During the intervals between sessions of this mission/field, the mission/field committee shall have administrative power, with authority to employ personnel that may be necessary to execute its work effectively, to grant and withdraw such licenses as are within its power, and to fill all vacancies occurring by death, resignation, or otherwise, in offices which have been filled by local mission/field election. The above actions shall require the consent by vote of two-thirds of the members of the committee and the concurrence of the officers of the union mission/union conference. The mission/field committee may also appoint committees, such as an administrative committee, with their terms of reference.

Sec. 3. Any _____ members of the mission/field committee, including the president, shall be empowered to transact such mission/field business as is in harmony with the general plans outlined by the committee, but the concurrence of _____ members shall be necessary to pass any measure. (The union conference/union mission shall determine the numbers on the basis of the size of the mission/field committee.)

Sec. 4. Meetings of the mission/field committee may be called at any time or place by the president, or should he be absent from the field, such meetings may be called by the secretary upon the written request of any three members of the mission/field committee.

Article VIII—Officers and Their Duties

Sec. 1. Executive Officers: The executive officers of this mission/field shall be a president, a secretary, and a treasurer/ chief financial officer. The secretary and treasurer/ chief financial officer may be one individual known as the secretary-treasurer/ chief financial officer. **It is the duty of these officers, in consultation with one another, to carry forward the work according to plans, policies, and programs voted by the constituency and/or the mission/field executive committee. These plans, policies, and programs shall be in harmony with the doctrines and actions adopted and approved by the General Conference of Seventh-day Adventists in its quinquennial sessions.**

The executive officers of this mission/field shall be appointed by the union at the time of its sessions and shall be members of the local mission/field committee. Vacancies in such offices shall be filled by action of the union executive committee.

a. **President:** The president, who shall be an ordained minister of experience, is the first officer and shall report to the mission/field committee in consultation with the secretary and the treasurer/ chief financial officer. He shall act as chairman of constituency meetings and of the mission/field committee and serve in the general interests of the mission/field as the constituency and the mission/field committee shall determine. In his leadership he shall adhere to the policies of the _____ Union, the Southern Africa-Indian Ocean Division and of the General Conference of Seventh-day Adventists, work in harmony with the union committee, and in close counsel with the union officers. When a local mission/field president is to be absent from the field for prolonged periods of time, the mission/field committee shall be authorized, in counsel with the union officers, to appoint an individual to act as chairperson during such absence.

b. **Secretary:** The secretary, associated with the president as an executive officer, shall serve under the direction of the mission/field committee and shall act as vice-chairperson of the mission/field committee. The secretary shall report to the mission /field committee after consultation with the president. It shall be the duty of the secretary to keep the minutes of the mission/field sessions and of the mission/field committee and to furnish copies of such to all members of the mission/field committee and to the officers of the _____ Union Mission/Union Conference. The secretary shall also be responsible for providing information as may be requested by the president or the union and local mission/field committees, and shall perform such other duties as pertain to the office.

c. **Treasurer/ chief financial officer:** The treasurer/ chief financial officer, associated with the president as an executive officer, shall serve under the direction of the mission /field committee. The treasurer/ chief financial officer shall report to the mission/field committee after consultation with the president. The treasurer/ chief financial officer shall be responsible for providing financial leadership to the organization which will include, but shall not be limited to, receiving, safeguarding and disbursing all funds in harmony with the actions of the executive committee, for remitting all required funds to the union/division/General Conference in harmony with the Southern Africa-Indian Ocean Division policy, and for providing financial information to the president and to the executive committee. The treasurer/ chief financial officer shall also be responsible for furnishing copies of the financial statements to the _____ Union officers.

Sec. 2. Other Officers: Other individuals may serve as officers of the mission/field, such as associate secretary and associate treasurer/ financial officer.

Article IX—Departments

Such departments as are usual in the General Conference may be created by this mission/field as the development of the work requires. **Directors of departments shall work under the direction of the mission /field committee and the president and shall serve in an advisory relationship to the field.**

Article X—Finance

Sec. 1. The church funds managed by this mission/field shall be:

a. **Such portion of tithe as it shall be assigned by policy and as received from all churches and isolated members in the mission/field**

b. Appropriations from the _____ Union Mission/Union Conference or the Southern Africa-Indian Ocean Division

c. Special donations.

Sec. 2. The mission/field committee shall annually submit to the executive committee of the _____ Union Mission/Union Conference appropriate statements of income and fund balances and an estimate of its operating expenses and receipts for the ensuing year.

Sec. 3. The portion of tithe which is reserved for this mission/field, as specified by policy, and all other funds shall be used in harmony with the policies of the Southern Africa-Indian Ocean Division of the General Conference; and in the case of donations, their use shall be in harmony with the specifications of donors and in compliance with government regulations. Tithe is shared with the union and division on fixed percentages as set by the Division Executive Committee and with the General Conference on fixed percentages as set by the Annual Council of the General Conference Executive Committee. This mission/field shall pass on monthly to the _____ Union Mission/Union Conference the specified tithe percentage, all mission/field offerings, and such other funds as may be called for by the policies of the union and division organizations.

Sec. 4. The funds of this mission/field shall be safeguarded in harmony with the financial policies of the Southern Africa-Indian Ocean Division of the General Conference of Seventh-day Adventists. Moneys shall be deposited in the name of the _____ Mission/Field of Seventh-day Adventists in regular or special accounts in such banks or savings institutions as the mission/field committee shall designate, and shall be withdrawn only by persons authorized by resolution of the mission/field committee.

Article XI—Wages and Audits

The fixing of wages within this mission/field shall be carried out in harmony with the policies fixed by the Southern Africa-Indian Ocean Division.

All accounting records of this mission/field shall be audited at least annually by an auditor designated by the General Conference Auditing Service; and the records of this mission/field or any of its subsidiaries, agencies, or institutions shall at all times be open to said auditor.

Article XII—Indemnification

Sec. 1. To the extent permitted by law, this mission/field shall indemnify any person who was or is a party or is threatened to be made a party to any threatened, pending, or completed action, suit, or proceeding, whether civil,

criminal, administrative, or investigative, because he/she is or was a member of the mission/field executive committee or an officer, employee, or agent of the mission/field against expenses (including legal fees), judgments, fines, and amounts paid in settlement actually and reasonably incurred by him/her in connection with such action, suit, or proceeding if he/she acted in good faith and in a manner he/she reasonably believed to be in or not opposed to the best interest of the mission/field, and, with respect to any criminal action or proceeding, had no reasonable cause to believe his/her conduct was unlawful.

Sec. 2. This right of indemnification shall be in addition to, and not exclusive of, all other rights to which such member of the executive committee, officer or department director may be entitled.

(Note: This right of indemnification may be expanded or contracted as allowed under local law and as adopted by the constituents.)

Article XIII—Dissolution and Disposition of Assets

This mission/field may be dissolved only by action of the union executive committee.

In the event of the dissolution of this mission/field, all assets remaining after all claims have been satisfied shall be transferred to a legal entity authorized by the Southern Africa-Indian Ocean Division of the General Conference of Seventh-day Adventists.

Article XIV—Amendments

At any annual meeting of the _____ Union Mission/Union Conference Executive Committee, this operating policy may be amended by a majority vote, provided that such amendments shall not be inconsistent with the Constitution of the General Conference and the working policy of the Southern Africa-Indian Ocean Division of the General Conference of Seventh-day Adventists, and with the spirit of the Model Local Mission/Field Operating Policy. However, those portions of this operating policy which are essential to the unity of the Church worldwide and are designated in bold print shall only be amended or revised from time to time by the _____ Union Mission/Union Conference Executive Committee by a two-thirds majority vote, in order to comply with changes to the Model Local Mission/Field Operating Policy as voted by the General Conference Executive Committee in its annual meetings.

**DENOMINATIONAL EMPLOYEES—
ACCREDITING, TRANSFERRING,
EMPLOYMENT REGULATIONS**

E 05 Credentials and Licences

E 05 05 Types Denominational employees shall be classified and accredited by the employing organization (see E 10) according to the categories listed below. No person shall be included in more than one category at the same time. Any division that wishes to issue credentials other than those categorized below, may do so with prior approval of the General Conference Executive Committee at Annual Council.

E 05 10 Employees in Ministerial/Pastoral Roles— 1. a. Ministerial Credential—Issued to ministerial employees who have demonstrated a divine call to ministry and have been ordained to the gospel ministry.

b. Ministerial Licence—Issued to ministerial employees who have demonstrated a divine call to ministry which is recognized by a conference/mission/field with an assignment as a spiritual leader, pastor, chaplain, or evangelist.

2. a. *Commissioned Minister Credential*—Issued to the following unless they already hold ministerial credentials and except as provided in E 05 15: associates in pastoral care; Bible instructors; General Conference, division, union, and local conference/mission treasurers/ chief financial officers and departmental directors including associate and assistant directors; institutional chaplains; presidents and vice presidents of major institutions; auditors (General Conference director, associates, area and district directors); and field directors of the Christian Record Services International, Inc. These individuals should have significant experience in denominational service (usually five years or more) and demonstrate proficiency in the responsibilities assigned to them. It is recommended that an appropriate commissioning service be conducted when an employee is granted a Commissioned Minister Credential.

b. *Commissioned Minister Licence*— Where applicable, issued to employees listed in paragraph 2. a. above with less than five years in denominational service.

3. Licensed ministers are on the path toward ordination to the gospel ministry. (See L 25.) It is not the normal practice to ordain an individual who has not been classified as a licensed minister. (See L 25 30 and L 35.) Commissioned ministers holding licences or credentials are not normally on the path toward ordination to the gospel ministry.

E 05 15 Employees in Administrative and Support Roles— Issued to employees in administrative and support roles whose work assignment involves other than ministerial/pastoral roles and functions or who do not

qualify for ministerial credentials/licences.

1. *Administrative Ministries Credential*—Issued to employees in leadership positions who have significant denominational experience (usually five years or more). These individuals have demonstrated proficiency in the responsibilities assigned to them and are salaried employees in the denominational remuneration scale. These may include General Conference, division, union, conference, and institutional officers and administrators, directors, and associate directors.

2. *Administrative Ministries Licence*—Issued to employees in leadership positions who have less than five years in denominational service, including General Conference, division, union, conference, and institutional officers and administrators, directors, and associate directors.

3. *Missionary Credential*—Issued to employees with significant experience in denominational service (usually five years or more), who demonstrate proficiency in the responsibilities assigned to them. These will include regularly employed institutional and office employees, and, in divisions where commissioned ministerial credentials are not used, Bible instructors.

4. *Missionary Licence*—Issued to employees with less than five years in denominational service including regularly employed field, institutional, and office employees, and, in divisions where commissioned ministerial licences are not used, Bible instructors.

E 05 20 Employees in Education—A denominational K-12 teaching certification process is administered by each division. It stipulates minimum academic qualifications and continuing education requirements for teachers in Seventh-day Adventist schools. Employing organizations shall verify that church membership is in regular standing, for Seventh-day Adventist teachers, and that, for all teachers, there has been a history of appropriate ethical and moral conduct. A criminal background check shall also be conducted. A teaching certificate shall not be issued to any person who has been convicted of a felony or who has exhibited unethical or immoral conduct that would put children at risk, such as, but not limited to, child abuse, or that would otherwise be unacceptable for such a position. A certificate may be revoked or suspended for any reason that is cause for dismissal as provided for in the appropriate education code.

1. *Criteria*—a. *Commissioned Ministry of Teaching Credential*—Issued to teachers and other professional educators with a life-long commitment to and significant experience (usually six years or more) in the Seventh-day Adventist system of education with demonstrated proficiency in assigned responsibilities. Such teachers and professional educators will also exhibit a keen sense of Christian responsibility for nurturing and leading souls to Christ, for consistently upholding Christ as the focal point of all curricula and instruction,

and for demonstrating positive interpersonal relationships, thus providing an environment of social, spiritual, and emotional stability.

b. *Commissioned Ministry of Teaching Licence*— To licensed/certificated teachers/educators with three years or more of satisfactory service, who have a commitment to long-term service in Seventh-day Adventist education, who support the fundamental beliefs of and are in regular standing in the Church, and who practice a Seventh-day Adventist lifestyle.

c. *Ministry of Teaching Licence*—Generally issued to entry level teachers or teachers initiating their work in Seventh-day Adventist education. This is a provisionary status for all newly employed Seventh-day Adventist teachers.

d. In some divisions other appropriate terms or licence designations may be necessary.

2. *Procedures*—a. Candidates eligible for Commissioned Ministry of Teaching credentials and licences shall be reviewed and recommended by their respective employing bodies (K-12 or college boards) to the appropriate issuing authority.

b. Employees holding a Commissioned Ministry of Teaching Licence, after an appropriate period of service, may be eligible for the Commissioned Ministry of Teaching Credential after five years of satisfactory full-time service.

c. It is recommended that an appropriate commissioning service be conducted when an employee is granted a Commissioned Ministry of Teaching Credential.

3. *Renewal*—After the initial period of approval, renewal of such licences and credentials shall be in harmony with the provisions of E 10.

E 05 25 Literature Evangelists—1. *Missionary Credential*—Issued to career literature evangelists who are engaged in full-time literature evangelism and who have been accredited as credentialed literature evangelists for a suitable period (usually five years or more).

2. *Literature Evangelist Credential*—Issued to permanent regular literature evangelists in good standing. (See FP 70 10).

3. *Literature Evangelist Licence*—Issued to beginners in the literature ministry after they have given three months of satisfactory service and who have a commitment to long-term service in literature evangelism. (See FP 70 10.)

E 05 30 Other Employees—1. *Employment Certificate*—Issued by the employing organization or institution rather than the committee usually issuing credentials and licences to all employees not holding credentials or licences from a denominational organization.

2. *Employment Certificate*—Shall also be issued in the same way by the employing organization or institution to employees who are not members of the Seventh-day Adventist Church.

E 05 35 Special Identification Papers—In areas where for special reasons certain employees require identification other than the regularly issued denominational credentials and licences, the Division may authorize the issuing of special identification papers to meet local needs.

E 05 40 Honorary/Emeritus Credentials—Honorary/Emeritus credentials, corresponding to the credentials they held while in active service, may be granted to retirement beneficiaries who are members of the Seventh-day Adventist Church. (See E 10 60.)

E 10 Credentials and Licences—Method of Issuing

E 10 05 Issued for Definite Period—Credentials and licences and other papers are issued for a designated period.

E 10 10 By Local Conference —By the local conference to its employees, including literature evangelists where appropriate and those entitled to papers in conference institutions except as otherwise provided by action of the Division Executive Committee.

E 10 15 By Local Mission/Field—By the local mission/field to its employees, including literature evangelists where appropriate, and those entitled to papers in mission/field institutions, except as otherwise provided by action of the Division Executive Committee. Credentials and licences for local mission/field executive officers shall be issued by the appropriate union conference/mission.

E 10 20 By Union Conference/Union of Churches Conference—Credentials are to be issued by the union conference/union of churches conference to its employees, to employees entitled to papers in union institutions, to other employees within its territory as may be provided for by action of the Division Executive Committee, and to the executive officers of local missions/fields.

E 10 25 By Union Mission/Union of Churches Mission—Credentials are issued by the union mission/union of churches mission to its employees, to employees entitled to papers in union institutions, to other employees within its territory as may be provided for by action of the Division Executive Committee, and to the executive officers of local missions/fields. Credentials for union mission/union of churches mission executive officers shall be issued by the appropriate division.

E 10 30 Interunion/General Conference Institutions—By the union conference to employees serving in interunion institutions located within that union, excepting those employees who receive papers directly from the Division or the General Conference; but including employees of such institutions residing outside the union where the institution is located, in which

case the home union of the institution will consult with the union of the employee's residence before issuing his/her papers.

E 10 35 By Division—By the Division to its employees, with the exception of the Division executive officers, to executive officers of union missions and employees of Division institutions.

E 10 40 By General Conference—By the General Conference to employees under General Conference direction including ex-presidents of the General Conference and the executive officers of the Division and to employees in General Conference institutions.

E 10 45 Special Employees—By the General Conference to such employees as in the judgment of the Committee should receive such credentials.

E 10 50 Interdivision Appointees—By the General Conference to interdivision employees to cover the period of their preparation and travel to the field.

E 10 55 Permanent Returnees/Chaplains—By the General Conference for one year to permanently returned interdivision employees and retired military chaplains who have not been employed by any conference or institution and whose current papers do not cover a period of one year, provided they are in good standing.

E 10 60 Honorary/Emeritus Credentials—1. Honorary/Emeritus credentials shall be issued by union conferences and union missions to retired denominational employees who are entitled to such credentials, and who reside within the territory of their unions, except for those provided for in E 10 65.

2. Retired employees who reside within fields that are attached directly to the Division and who are entitled to receive honorary/emergitus credentials, shall be issued their honorary/emergitus credentials by the Division in which they reside.

3. Interdivision employees, or those who have been in General Conference employ, who, though in good standing, are without employment in denominational work for a period of one year from the time their employment ceased, shall be referred to the union conference/mission in which they reside. Honorary/emergitus credentials may be issued to them by the union conference/mission committee and renewed from time to time at its discretion.

E 10 65 General Conference Retired Personnel—Elected members of the General Conference, including division presidents who end their service with and retire from General Conference employment, shall receive honorary credentials from the General Conference. Honorary credentials may also be granted to such other employees who end their service with and retire from the General Conference and who in the judgment of the committee should receive such credentials.

E 10 70 Retirement Plan Beneficiaries—All other employees receiving benefits from the Retirement Plan and retired military chaplains receiving military retirement pay, if entitled to credentials or other papers, are to receive the same from the union conference in which they reside.

E 10 75 Spouses of Interdivision Employees—When employees are called to serve in divisions outside their home divisions, their spouses may be granted appropriate papers. Division committees shall determine under what conditions spouses of employees shall receive papers in their respective divisions.

E 10 80 To Employees—Credentials/Licences shall be issued only to full-time denominational employees and to those under the supervision of conferences/missions/fields or denominationally owned institutions. They shall expire when denominational employment is terminated. In special cases a credential/licence may be issued to a non-denominationally employed individual while serving the Church under the supervision of a denominational organization.

E 10 85 To Ordained Ministers Attending Denominational College/Seminary/University—Ordained ministers who are not on denominational salary, but who are attending a denominational college/seminary/university, may continue to receive ministerial credentials for a period up to three years by arrangement with the previous employing organization.

E 10 90 Chaplains—Seventh-day Adventist chaplains are first and foremost Seventh-day Adventist clergy who are called to express their spiritual gifts in special ministries. As clergy, they are granted credentials by a conference, union, or division (see FA 20 for additional guidance).

1. *Employment in Denominational Organizations*—Denominational employers of chaplains are encouraged to select candidates who meet the requirements for ecclesiastical endorsement of the division in which they serve. A conference/mission/field organization which issues a licence or credential to a denominationally employed chaplain is requested to register such credential with the office of the division Adventist Chaplaincy Ministries director.

2. *Employment in Non-denominational Organizations*—A Seventh-day Adventist minister who seeks employment, as a Seventh-day Adventist chaplain in a non-denominational organization is entitled to have his/her credential continued during that employment, subject to his/her meeting established requirements for retaining credentials. Individuals without a current licence or credential must meet the qualifications for a credential/licence as a prerequisite for ecclesiastical endorsement. These credentials/licences shall normally be issued by the local conference/mission/field in whose territory the chaplain serves.

E 10 95 Bible Society Employees—A Seventh-day Adventist minister who is invited to serve the United Bible Society or comparable institution devoted to the distribution of Scripture on an employment basis, may be issued a credential/licence while he/she serves that institution. Such credential/licence shall normally be issued by the division in whose territory the individual serves. However, when the territory of responsibility covers more than one division, the General Conference shall issue the papers. Such employment shall not accrue denominational service credit.

E 10 100 Change of Employment—Ministers—When an ordained/licensed minister changes his denominational employment to work other than that for which a ministerial credential/licence is ordinarily issued, his credential/licence shall cease to be valid except in those cases where the employing organization recommends, and the next higher organization approves, the continuing of the ministerial credential/licence. When an individual is extended a call under the above circumstances, he shall be informed as to his relationship in this matter.

E 10 105 Withdrawing Credentials—Any organization with authority to issue credentials and licences has the power to withdraw the papers it has granted, in harmony with the constitutional provisions of the organization concerned.

E 10 110 Lay Preacher Certificates—There are laypersons in many churches who have the ability to present the message in public in a convincing manner and who are currently exercising this God-given ability. Such persons may be issued lay preacher certificates as follows:

1. To qualify for a lay preacher certificate, the individual must:
 - a. Be sound in the faith and of good reputation in the community.
 - b. Be in regular standing in the Church and faithfully represent its standards.
 - c. Possess a satisfactory knowledge of the doctrines of the Church.
 - d. Be faithful in returning the tithe.
 - e. Give evidence of an earnest purpose and demonstrate ability in soul-winning through at least one public evangelistic lay effort in a year.
 - f. Give evidence of a willingness to labour under the counsel of the pastor and the lay activities council of the church.
 - g. Have satisfactorily completed one lay preacher's training course.
2. If a lay preacher certificate is issued, the lay preacher must understand that this recognition is granted on the basis that he/she will be a self-supporting missionary, carrying on the work without remuneration or solicitation.
3. A lay preacher certificate does not authorize the bearer to baptize individuals, nor to perform marriages, nor to officiate in the ordinances of the church.

4. A lay preacher certificate is granted for one calendar year by the conference/mission/field personal ministries department upon recommendation of the pastor and the church board.

5. The lay preacher certificate shall be signed by the local church pastor and the director of the conference/mission/field personal ministries department.

E 15 Homeland, Division/Union, and Division/Union Country Relationships

E 15 05 Homeland—Homeland is the country in which an individual was born and received his/her early education and to which, for policy purposes, he/she bears a permanent relationship, which is not changed or modified by subsequent moves, changes in citizenship, residence, employment (denominational or non-denominational), or transfer with or without a call. It is understood, however, that a child born in a foreign country to parents on denominational, government, or corporate assignment to that country, or living in a country on a temporary basis for education or other similar reason, is considered, for policy purposes, as having the same homeland as his/her parents (see E 35).

E 15 10 Home Division/Union—The home division/union is the division/union which administers the work in an individual's homeland.

E 15 15 Base Division/Union—The base division/union is the home division/union unless the employee has chosen another division/union as his/her adopted division/union in harmony with the provisions of policy. At the time that such adoption is recognized, the adopted division/union becomes the employee's base division/union. The base division/union assumes ultimate administrative responsibility for an employee and therefore processes the appointment if the individual is called to serve as an interdivision/interunion employee in another division/union; administers the annual leave when the interdivision/interunion employee is entitled to such; assumes responsibility for the employee when he/she is permanently returned; and provides the retirement benefits for which he/she qualifies upon retirement. The appointee and spouse may choose or be required by circumstances to have different base divisions/unions and/or base division/union countries. (See General Conference *Working Policy* M 15 05.)

E 15 20 Base Division/Union Country—The base division/union country is the country chosen by the individual in which he/she holds citizenship or holds resident status under the following criteria (for situations involving dual citizenship, see E 20 25, paragraph 5):

1. Resident status shall be of a nature that is expected to be permanent and/or gives the right to eventual citizenship.

2. Resident status shall be maintained during absence for interdivision/interunion service.

3. Resident status shall include the legal right to employment in the country, and the right to participate in the national insurance/social security plan of the country if there is one, and must make the individual eligible to participate in any denominational retirement plan involved.

4. The individual must have been resident in the country for at least the qualifying period of residency as required by the immigration department.

5. An individual whose home division/union country is other than his/her proposed adopted division/union country shall have been voted an independent transfer by the division/union committee of the chosen country in order for that division/union to become his/her base division/union.

6. The base division/union country of the spouse of an interdivision/interunion employee is identified under the same criteria as appears in paragraphs 1 to 5 above.

7. A spouse of a national, who is employed on a local hire basis in a division/union other than his/her base division/union is not eligible for interdivision/interunion employee status based on the provisions for granting modified division/union status. Such changes are made only within the policies that apply to interdivision/interunion employees. (See General Conference *Working Policy M 30 05*).

8. The disposition of interdivision employee budgets (Codes 1, 2, 3, 5 and 6) falls within the purview of the General Conference.

E 15 25 Situations Involving Dual Citizenship—In cases where a potential appointee/employee has dual citizenship, with one of the countries of citizenship being the proposed host division country, he/she may be appointed to that host division country as an interdivision employee only if the immigration laws of the host division country allow him/her to enter, for employment purposes, as a citizen of another country and the appointment is on that basis. Any unusual cases that do not fall within these parameters shall be considered on a case-by-case basis.

E 15 30 Adopted Division/Union—1. *Definition*—An adopted division/union is a division/union to which an individual transfers permanently on his/her own responsibility.

2. *Procedures*—When such a transfer takes place:

a. The individual who already has previous denominational service shall be processed under the provisions of E 20, Independent Transfers.

b. The individual who has no previous denominational service may be employed on a local-employment basis provided the proper immigration requirements are met for the respective country of employment.

c. The individual who has no previous denominational service may, if being considered for interdivision/interunion service, be processed under the

provisions of E 30, Adopted Division/Union Status for Individuals Never Employed by Their Home Division/Union.

E 15 35 Adopted Division/Union Country—The adopted division/union country is the country to which an individual transfers permanently on his/her own responsibility and has fulfilled the appropriate immigration requirements which allow permanent employment, and takes up denominational employment. The immigration status and employment shall entitle the individual to participate in the applicable country denominational retirement plan.

E 15 40 Family Adopted Division/Union—The family adopted division/union is the division/union in which either the employee or spouse has a base division/union country and that has been chosen as the family adopted division/union.

E 15 45 Family Adopted Division/Union Country—The family adopted division/union country is the country within the family adopted division/union which is the base division/union country of either the interdivision/interunion employee or spouse. The family adopted division/union country is the country chosen by an interdivision/interunion employee and spouse when the interdivision/interunion employee and spouse have different base division/union countries. The choice of a family adopted division/union country is a one-time choice for any continuous period of interdivision/interunion service and may not be changed unless there is a change of citizenship or a loss of resident status. (See General Conference *Working Policy* M 15 20.)

E 15 50 Host Division/Union—The host division/union is the division/union to which an individual is called for interdivision/interunion service and which is responsible for administering the policies applicable to that employee while in the host division/union territory. (See General Conference *Working Policy* M 15 35.)

E 15 55 Host Division/Union Country—The host division/union country is the country in the host division/union territory in which an interdivision/interunion employee serves. If the interdivision/interunion employee takes out citizenship in the host division/union country, his/her interdivision/interunion employment status ceases and any future employment in that country is on a local employment basis. (See General Conference *Working Policy* M 15 40.)

E 15 60 Change of Interdivision Employment to Local/National Employment—If the interdivision employee takes out citizenship in a host division country, his/her interdivision employment status ceases and any future employment in that country is on a local employment basis.

E 20 Independent Transfers

E 20 05 Definition—An independent transfer is effected in any one of the following four situations:

1. The transfer of an employee on his/her own responsibility from one division/union to another division/union and the subsequent employment in the other division/union without a regular call. (See E 15 30.)

2. The choice of an interdivision/interunion employee who meets the necessary criteria (see E 15 20 and General Conference *Working Policy* M 15 20) to adopt another division/union country as his/her adopted division/union country. In the case of such an employee who remains in continuous interdivision/interunion employment, a permanent return is voted for record-keeping purposes only. An independent transfer is processed to the chosen division/union.

3. The choice of an interdivision/interunion employee who meets the necessary criteria (see E 15 20 and General Conference *Working Policy* M 15 40) to adopt the host division/union country as his/her adopted division/union country. Such a choice is followed by processing a permanent return and an independent transfer to the host division/union where the employee then serves on a local employment basis.

4. The choice of an interdivision/interunion employee to take out citizenship in the host division/union country. This decision terminates his/her interdivision/interunion employee status. Such a choice is followed by processing a permanent return and an independent transfer to the chosen division/union where the employee then serves on a local employment basis.

E 20 10 Procedure—1. An individual, with previous denominational service, having decided to change his/her base division/union by one of the processes outlined in E 20 05 shall make his/her decision/request known to the secretary of his/her employing organization in writing. This information shall be sent through proper channels to the base division/union secretary. Upon receipt of this information, the secretary of the base division/union shall communicate in writing to the individual the impact of denominational policies on the service record and the retirement benefit expectations of the individual, should he/she proceed with the transfer, and the entitlements or loss of same arising out of such transfer.

2. As soon as the secretary of the division/union chosen as the adopted division/union is made aware of the transfer/intended transfer, he/she shall communicate in writing to the individual the terms under which the independent transfer will be approved, and what future expectations the transferee might rightly assume under policy. The independent transferee shall bear the consequences of the independent transfer on his/her future, whether or not he/she has communicated with the base division/union, or the new

employing organization regarding the independent transfer, or has signed a statement of acceptance of the terms of the independent transfer or the conditions associated with it.

3. Upon receipt of the communications in writing from the secretaries of the two divisions/unions, the individual effecting the independent transfer shall submit a signed letter/form to the secretaries of the two divisions/unions involved stating that he/she understands and accepts the terms of the independent transfer and the conditions associated with it.

4. Any organization wishing to employ an individual who intends to make an independent transfer from another division shall obtain prior clearance from the administration of the division/union from which the individual is transferring.

5. The individual who chooses to make the independent transfer shall be responsible for obtaining/maintaining the visas and work permits required by the country to which he/she intends to transfer independently and should not be employed until all applicable immigration and employment documentation is in order.

6. If the individual has financial obligations to the former employing organization, mutually satisfactory arrangements for meeting these shall be negotiated between the organizations concerned.

7. If an organization employs the independent transferee without the required clearance, it shall accept his/her financial obligations to the former employing organization and be responsible for negotiating a settlement with him/her.

8. The division/union from which the individual is transferring shall forward his/her service record to the new employing organization together with any other pertinent facts.

9. The divisions concerned shall approve and make a record of the independent transfer.

E 20 15 Expenses—All travel and moving expense shall be the responsibility of the employee; however, the employing organization in the adopted division/union may grant financial assistance up to a maximum equivalent to the actual air fare from the port of entry in the adopted division/union to the place of employment.

E 20 20 Not Eligible for Annual Leave to the Home Division/Union—The employee and/or his/her family shall not be eligible for annual leaves nor for financial assistance for travel to the home division/union.

E 20 25 Subsequent Transfers—1. *To the Home Division/Union on an Interdivision/Interunion Call Basis*—If an employee is called from the adopted division/union to return to the home division/union on an interdivision/interunion call basis, he/she shall continue to earn eligibility in the adopted division/union country retirement plan. An exception to this policy shall apply

when the individual is a citizen of the home division/union country. (See paragraphs 4 and 5.) In such cases, the individual shall serve on a local employee basis.

2. *To the Home Division/Union on Special Arrangement*—If an employee is called from the adopted division/union to return to the home division/union under home division/union remuneration policies, the call shall be recorded as on special arrangement. The called individual may have subsequent service earned in the home division/union validated by the adopted division/union provided both divisions/unions maintain defined benefit retirement plans and the following conditions are met (see General Conference *Working Policy Z 25 70*):

a. The employee is vested in the adopted division/union. Any rare exception shall be approved by the adopted division/union.

b. The call is for a specific period of time.

c. The employee, through the home division/union, requests that subsequent service in that division/union be validated by the adopted division/union

d. The adopted division/union accepts the request.

e. The home division/union pays into the retirement plan of the adopted division/union the retirement contribution for each month of service in the home division/union, according to the adopted division/union retirement plan policy.

f. The home division/union accepts responsibility for moving costs and agrees to return the employee to the adopted division/union.

3. *To the Home Division/Union Without Benefit of an Interdivision/Interunion Call*— The employee shall serve on a local basis if he/she returns without benefit of a call. (See General Conference *Working Policy Z 20 15* and *Z 25 70*.) He/She may request that the home division/union accept the transfer of the service credit accrued in the adopted division/union and that it be added to the service record in the home division provided both divisions/unions maintain defined benefit retirement plans. If the home division/union approves the request:

a. A record of the request, the division/union approval, and consequent transfer shall be made by the adopted division/union.

b. The transfer of the service credit from the adopted division/union to the home division/union shall be permanent and may not be transferred back to the adopted division/union.

c. If required by the home division/union, payment into the Retirement Fund of the home division/union shall be made by the employing organization in the home division/union on the same basis as if the employee had been employed locally during those years.

4. *Interdivision Status Shall Not Apply if the Appointee/Employee is a Citizen of the Host Division Country*—If the potential appointee/employee is a citizen of the proposed host division country, the employment shall not be on the basis of interdivision service, but shall come under the terms of paragraph 2. above, or General Conference *Working Policy* T 45, National Employees Returning. (For exceptions see paragraph 5. below.) If the spouse of an interdivision appointee/employee is a citizen of the host division country, he/she shall be eligible to receive only the allowances which are applicable to the family of an interdivision employee, such as appointee/annual leave/permanent return travel and related allowances, which are not tied to specific employment, and shall not be eligible for assignment to any interdivision budget code. He/She shall not be eligible for base country deposit, expatriate allowance, service credit in another division, nor employer contributions to the national insurance/social security of another country. He/She shall be treated as a local employee but shall receive annual leave travel and travel related expenses on the same basis as a spouse who was not employed. The same arrangement shall apply for the spouse of a single interdivision employee who marries a citizen of the host division country (see General Conference *Working Policy* O 95).

E 20 30 Service Credit for Career Interdivision/Interunion Employees Prior to Vesting in Adopted Division/Union—An employee with a minimum of 20 years of interdivision/interunion service credit who effects an independent transfer to a third division/union after completing such service may request, provided both divisions/unions maintain defined benefit retirement plans, that subsequent service credit in the adopted division/union be transferred to the base division/union if because of disability the employee fails to meet vesting requirements. In the case of an employee's death, the beneficiary may make such a request. The request to transfer service credit shall require the approval of both the adopted and base divisions/unions. (The appropriate provisions of E 20, Independent Transfers, and General Conference *Working Policy* Z 20, Employees Who Effect an Independent Transfer, shall also apply.)

E 20 35 Retirement Benefits—The distribution of responsibility for the payment of retirement benefits by the divisions/unions in which the employee has served shall be determined by the retirement plan policy. (See also General Conference *Working Policy* Z 20.)

E 25 Calling Employees for Interdivision Service

E 25 05 Procedure in Calling—The General Conference Secretary and Associate Secretaries, with the cooperation of departmental directors, shall

gather information regarding possible candidates to fill calls, this information to be studied and recommendations to be made to the General Conference Appointees Committee.

E 25 10 International Personnel Resources and Services Responsibility— General Conference employees in all departments shall confine themselves to making inquiries only with a view to securing information of potential appointees. No definite proposition or negotiation relating to the invitation or movement of an employee shall be initiated by them. This information should be placed with the International Personnel Resources and Services for presentation to the General Conference Mission Personnel Processing Committee, and the committee action conveyed by the International Personnel Resources and Services inviting an individual to interdivision service shall be the basis of negotiation.

E 25 15 All Calls Through General Conference—Calls for employees from one division to another shall be made through the General Conference Appointees Committee. The General Conference Secretariat shall communicate the action of the General Conference Appointees Committee through the division office, with full information as to the call, the same to be passed by the division to the union, with counsel. It shall be the duty of the union office to take up the matter with the local conference/mission/field officer, who should pass the call on to the candidate. If, in the judgment of the division or local officers, the employee is not qualified for the work to be done or cannot possibly be released, the passing on of the call shall be deferred until communication can be entered into with the General Conference.

Calls from one division to another for individuals who are not denominationally employed shall likewise be made through the General Conference Appointees Committee, except in the case of calls by divisions for nationals who are residing outside their own division, but who do not qualify for adopted division status. Such calls shall be placed directly with the individual by the calling division. When placing calls from one division to another for individuals who are not denominationally employed, care must be exercised to secure recommendation concerning the individual from the division in which he/she resides. The fact that the General Conference acts as intermediary in effecting calls in no way affects the question as to whether or not the individual is entitled to outfitting allowance or annual leave privileges.

E 25 20 Letter of Call Routing—No call to an employee serving in a conference/mission/field or institution is to go to the employee directly. Letters of call for employees shall be sent by the Secretariat of the General Conference to the division secretary, who shall forward the call to the appropriate union conference/mission secretary or in the case of North America to the union conference president or designated officer, with copy of the covering letter being also sent to the local conference/mission/field president or designated

officer or head of union institution. The union conference/mission secretariat shall send the letter of call for the employee to the local conference officer or head of union institution to pass on to the employee. The letter to the candidate should reach his/her hands in every case, but it is the privilege of a union or local conference/mission/field or institution to pass on counsel respecting the call to the candidate at the time the letter is handed to him/her. However, if in the judgment of the union or local conference/mission/field officer the employee is not qualified for the work to which he/she is being called, the passing on of the call shall be deferred until communication can be entered into with the General Conference or division.

E 25 25 International Personnel Resources and Services Gives Official Notice—It shall be the duty of the International Personnel Resources and Services to write to the candidate (as per plan outlined in E 25 20), giving official notice of the committee action, calling attention to the procedure as to medical examination or any special conditions or needs, so that on receipt of the call the appointee shall have full information on which to base a decision.

E 25 30 Departmental Calls—When word has been received from the union or local conference/mission/field that a call to departmental responsibilities has been passed on to the candidate, the director/secretary of the department concerned may feel free to communicate with him/her, exchanging helpful information relative to the progress of the departmental work in the calling field; but there shall be no definition of the terms or policies under which the work is to be conducted in the field to which the employee is going.

E 25 35 Remuneration Assistance When Call is Withdrawn—When a call has been received and accepted by an individual and he/she has been health cleared but for some reason the calling organization subsequently withdraws the call, the organization withdrawing the call shall be responsible to assist the individual up to a maximum of six months' remuneration at the base division denominational rate if it is established that the called individual had given up or terminated employment in preparation for the appointment. If the individual finds employment within the denomination prior to the expiration of the six-month period, the balance of the six months' remuneration shall be paid to the employing organization. If the individual finds employment outside of the denomination, before the six-month period ends, remuneration from the denomination will cease as soon as the new employment begins. (See *GC Working Policy* N 05 05.)

**E 30 Adopted Division/Union Status for Individuals
Never Employed by Their Home Division/Union**

E 30 05 Service in a Third Division/Union—1. An individual who has never been employed denominationally in the home division/union, but has on his/her own responsibility transferred to a second division/union where he/she may or may not be denominationally employed, may be called for service in a third division/union with the second being recognized as the adopted (base) division/union provided the following requirements are met:

a. The home division/union has no investment in, nor agreement to sponsor, such an individual for service in its own territories.

b. The individual has indicated his/her intent to make the second division/union the adopted division/union, either by having acquired citizenship in a country of the second division/union, or by having acquired permanent resident status there which can be maintained while in interdivision/interunion service and which gives the right to employment in the country, to participation in the national insurance/social security plan of the country, and to eventual citizenship. The individual must have been resident in the country for at least the qualifying period of residency as required by the immigration department.

E 30 10 Service in the Home Division/Union—When a call is placed for an individual who qualifies for interdivision/interunion service in terms of E 30 05 to serve in the home division/union, it shall be on the basis of a regular call with full interdivision/interunion service status. However, an individual who holds citizenship in the country to which he/she is called shall serve on a local employee basis, except as provided for in E 20 25, paragraph 5.

E 30 15 Service in the Home Division/Union on Special Arrangement—If an individual who qualifies for interdivision/interunion service in terms of E 30 05 is called from the adopted division/union to serve in the home division/union under home division/union remuneration policies, the call shall be recorded as on special arrangement. The called individual may have subsequent service earned in the home division/union validated by the adopted division/union provided both divisions/unions maintain defined benefit retirement plans and the following conditions are met (see General Conference *Working Policy* Z 25 70):

a. The employee, through the home division/union, requests that subsequent service in that division/union be validated by the adopted division/union.

b. The General Conference/division approves the request.

c. The adopted division/union accepts the request.

d. The home division/union concurs and pays into the retirement plan of the adopted division/union the retirement contribution for each month of

service in the home division/union according to the adopted division retirement plan policy.

e. The home division/union accepts responsibility for moving costs and agrees to return the employee to the adopted division/union.

E 35 Children of Parents on Interdivision/Interunion Appointment/Assignment Homeland/Base Division/Union Country

1. A child born to or transferred with his/her parents who are on official denominational, government, or corporate interdivision/interunion appointment/assignment to a foreign country shall be considered for policy purposes as having the same homeland as the parents (see E 15 05). However, the child may choose to have the foreign country designated as his/her homeland if all the following conditions can be met:

a. The parents shall have served in the country on an official appointment/assignment basis (if denominational, on a call basis) for a minimum of three years.

b. The child shall have taken a minimum of three years of secondary study and 75 percent of any post-secondary undergraduate studies in the country.

c. The child shall be a citizen of the country.

d. The child's first denominational employment shall be in the country.

e. The designation of the country as the child's homeland shall be recommended by his/her denominational employer through the appropriate denominational channels and approved by the General Conference Appointees Committee/Division Committee. If approved, the choice shall be considered irrevocable except as provided for in policy. (See E 15 20.)

E 40 Transferred Division Territory—Employee Status

When a new division is organized or when there is a transfer of territories from one division to another, the status of the employee is as follows:

1. The division assuming responsibility for the home country of an employee will be the employee's base division.

2. An employee whose first employment was in a country other than his/her home country but without benefit of a call through the controlling committee of the home country and who has continued to work in that country may request that the division assuming responsibility for the adopted country be his/her adopted division provided the employee has citizenship in that country or permanent resident status under the criteria set out in E 15 20.

3. An employee whose first employment was in a country other than his/her home country, as defined in paragraph 2 above, and who later was

called to another country but has not returned to the home country to work, and has considered the country of his/her first employment as the adopted country, may request that the division assuming responsibility for the adopted country be his/her adopted division provided the employee has citizenship in that country or permanent resident status under the criteria set out in E 15 20.

4. Requests in terms of paragraphs 2 and 3 above must be made within one year of the time the employee is notified in writing by the division of the provisions of this policy.

5. The retirement plan responsibility for employees shall be that of the base division as defined above.

E 45 Calls for Educational Employees

E 45 05 Request for Staff Appointments—During the school year direct or indirect negotiating and canvassing between institutions for employees is both undesirable and harmful, therefore the following regulations shall apply:

1. All requests for staff appointments or transfers shall be made at the time of the mid-year meeting of the organization concerned, and this date shall be recognized as the deadline after which responsible committees shall not pass on calls to teachers under contract or appointment without the consent of the school or governing committee.

2. No direct or indirect approaches shall be made to prospective staff from another institution on behalf of an institution seeking to obtain the services of an employee, until clearance has been given by the administration of the institution.

3. Teachers shall be expected to give one regular school term's written notice of intention to resign and ordinarily this should become effective at the end of the current school year.

4. A teacher who desires to transfer from one school to another should contact his/her principal or chairman of the school board who, in turn, shall present the request to the controlling board for consideration and possible negotiations.

5. Every effort should be made on the part of school administrators to cooperate in filling emergency calls which may arise at any time in the field of service for teachers or employees working in denominational schools.

E 45 10 Reimburse Seminary Expense— Repealed Annual Council 2010]

E 45 15 Calls for College/University Graduates—1. Unions wishing to place calls for prospective graduates in colleges/universities of the Southern Africa-Indian Ocean Division may contact the college/university president/vice chancellor/principal to obtain information and to seek clearance to approach students who are available and uncommitted to any employing

organization. The union's representative/s may then interview any available students. In the event that an employment arrangement is agreed upon between the union and the student, the union shall notify the college/university president/vice chancellor/principal of the arrangement. Such an agreement must be confirmed in writing to the student by the union, clearly stating the conditions of the call and the obligations of the union. The college/university president/vice chancellor/principal shall keep a record of each prospective graduate, clearly indicating the status of the committed prospective graduate and the obligations of the union.

2. At least three months in advance of graduation each year, the unions and the college/university president/vice chancellor/principal shall notify the Southern Africa-Indian Ocean Division secretary of calls for prospective graduates and shall confirm any prior arrangements between prospective graduates and the calling unions. The calls will then be processed through the Division and union committees.

3. When a college/university graduate is called, the calling organization shall be responsible for transportation expenses to the field of labour.

4. Ministerial or other employees sent to a Seventh-day Adventist Theological Seminary under the Ministerial Training Program shall be recognized as members of the working staff of the organization sending them. Unless called to increased responsibilities, such employees should not ordinarily be subject to transfer to another organization, except in case of calls to mission service, for at least one year following their attendance at the seminary.

Should such employees be transferred, except to mission service, before having given subsequent service to the employing organization to the extent of nine months for each quarter spent at the seminary, the calling organization shall be expected to reimburse the employing organization for a proportionate share of the salary paid such employees during their stay at the seminary.

E 45 20 Institutional Employees—Institutional employees carrying major responsibilities should not be dropped from employment without effort being made to provide for their employment elsewhere or in other lines of work, on the same basis that governs the transfer of all conference/mission/field employees.

E 45 25 Employees Who Resign—In the case of employees who voluntarily withdraw from denominational employment, the denomination is under no obligation to return the individual to a former location.

E 45 30 Study Leave—1. *Definition:* A leave from regular denominational service granted exclusively for study purposes on a basis agreed to by the employee and the employing organization. (In cases of study leaves for interdivision employees, see General Conference *Working Policy* P 70 35, Interdivision Employee Study Leave.)

2. *Criteria:* a. It is specifically for study purposes.
 - b. It is for a specific period of time.
 - c. The employee agrees to return for continued service with the granting organization upon completion of the study leave.
 - d. The granting organization agrees to accept the employee into full-time employment upon completion of the leave.
3. *Procedure:* a. The terms are approved by the executive committee of the granting organization.
 - b. The employee agrees in writing to the terms of the leave.
 - c. The granting organization continues to issue current credential/licence to the employee.

E 45 35 Break in Service—A break in service of limited duration may be granted to an employee by the employing organization. Any organization granting such a break in service shall clearly define the conditions and time of the absence from service, and communicate these details to the employee in writing. This shall include the following:

1. Absence from service shall constitute a break in service and is therefore subject to the regulations of the retirement/pension plan.
2. A break in service of up to six consecutive months may be granted at the discretion of the employing organization, and shall be without pay.
3. Should the employee wish to re-enter denominational employment, it shall be upon written application, and without guarantee of employment.
4. The employee's credential/licence is not automatically withdrawn, but is usually not renewed while he/she is on the break in service.

E 50 Tenure of Office

Nominating committees at all conference/mission/field sessions are counseled to observe such guiding principles as are set forth by the Spirit of Prophecy with reference to the continuance of individuals in positions of responsibility and leadership, as found in the following statement from *Gospel Workers*:

“The question is asked me if it is not a mistake to remove the president of a State conference to a new field when many of the people under his present charge are unwilling to give him up.

“The Lord has been pleased to give me light on this question. I have been shown that ministers should not be retained in the same district year after year, nor should the same man long preside over a conference. A change of gifts is for the good of our conferences and churches.

“Ministers have sometimes felt unwilling to change their field of labor; but if they understood all the reasons for making changes, they would not draw back. Some have pleaded to remain one year longer in the same field, and

frequently the request has been respected. They have claimed to have plans for accomplishing a greater work than heretofore. But at the close of the year there was a worse state of things than before. If a minister has been unfaithful in his work, it is not likely that he will mend the matter by remaining. The churches become accustomed to the management of that one man, and think they must look to him instead of to God. His ideas and plans have a controlling power in the conference. . .

“Many are strong in some points of character, while they are weak and deficient in others. As the result, a want of efficiency is manifested in some parts of the work. Should the same man continue as president of a conference year after year, his defects would be reproduced in the churches under his labors. But one laborer may be strong where his brother is weak, and so by exchanging fields of labor, one may, to some extent, supply the deficiencies of another.

“If all were fully consecrated to God, these marked imperfections of character would not exist; but since the laborers do not meet the divine standard, since they weave self into all their work, the best thing, both for themselves and for the churches, is to make frequent changes. And, on the other hand, if a laborer is spiritually strong, he is, through the grace of Christ, a blessing to the churches, and his labors are needed in different conferences.”—GW 419-421.

The gospel ministry is the most important work ever entrusted to human beings, and those who are called to this sacred work should beware of the spirit of office seeking, ever regarding the preaching of the Word in soul-winning service as their chief responsibility and highest honor. They should recognize that while the call to ministry is for life, the call to administrative service is temporary; therefore, those chosen for administrative responsibility from time to time, should ever hold themselves in readiness to engage cheerfully in full-time ministerial service when called to do so again.

There are those in elected and appointed positions who are not ministerially trained but who have been called to the Lord’s work in more specialized areas. This would include treasurers/ chief financial officers and some areas of department service. Although they may be willing to accept other positions within the organization for which they are qualified, sometimes the organization is small and there are few positions open or available. Divisions are encouraged to give study to the specific situations in their divisions and look at options, including assistance for retraining of individuals for other areas of work or more comprehensive termination settlements where other denominational employment is not available for those not reelected.

E 55 Retirement of Elected Employees

If during the term for which an employee was elected, some condition of health develops that prevents the discharging of his/her duties efficiently, the employing body, after due consultation with physicians, and with the approval of the responsible higher organizations, shall have the authority to effect retirement of such employee before expiration of the term for which he/she was elected.

E 60 Conference/Mission/Field President

Inasmuch as the conference/mission/field president stands at the head of the gospel ministry in the conference/mission/field and is the chief elder or overseer of all the churches, a conference/mission/field president shall be an ordained minister.

E 65 Employee Issues

E 65 05 Re-employment of Ex-Employees—1. Employees who are guilty of professional misconduct or unacceptable moral behaviour and either have been dismissed or have resigned from the work at their own request, and the real reason for their leaving has not been disclosed openly in the action of terminating their service, and inasmuch as a personal confidential record of all employees is kept by the employing organization, any organization that contemplates employing such a person shall seek counsel and obtain clearance for such employment from the former employing organization, through the regular organizational channels, prior to entering into any arrangement with the person. Such former employees should not be re-employed in positions of responsibility or leadership in the organization.

2. a. Where the re-employment of former ministers who have been dismissed from the ministry because of a moral fall in connection with violation of the seventh commandment is being considered, wide counsel shall be sought, including advice from the last employing organization and the officers of the Southern Africa-Indian Ocean Division (it being understood that they cannot be re-employed as ministers).

b. Re-employment of former ministers who have been dismissed from the ministry as the result of a moral fall shall only be considered for positions in areas other than the gospel ministry, the teaching ministry, or denominational leadership. For the sake of the good name of the church and the maintenance of moral standards, the individual must plan to devote his/her life to some calling or business other than the ministry.

3. A treasurer/ chief financial officer, accountant, or other financial assistant who has been unfaithful in his/her trust and responsibility in the management of organizational funds may not continue in that employment nor be re-employed in a similar position of financial trust.

E 65 10 Financial Obligations of Employees Within the Division—1. An employee who has financial obligations with any organization within the Division shall arrange with his/her employing body to make monthly payments for the liquidation of the account. Upon transfer, the financial obligation shall be transferred immediately to the new employing body.

2. Calling organizations shall be responsible for ascertaining the financial obligations of the called employee.

E 65 15 Financial Obligations of Student Appointees—A student who has been placed under appointment to take up work within the Southern Africa-Indian Ocean Division, and who has incurred a debt with the college or other organization while attending school must recognize the debt as a personal obligation. The employing organization shall co-operate with the college/university in the liquidation of the debt by, for example, arranging a monthly stop order on the salary of the employee until the debt is paid.

E 65 20 Service Requests for Inter-union Employees—Since experience has shown that the exchange of employees between unions at the time of annual camp meetings, institutes, and employee meetings is of benefit to the employee himself/herself, as well as to the field he/she visits, such service requests for employees shall be arranged as follows:

1. Unions shall give study, at their midyear meetings or in the latter half of the year, to the camp meeting and other employee assistance they will require for the following year and the definite dates and places for which it will be required. They also shall give study to the matter of which of their own employees they could make available for assistance in camp meetings, etc., of other unions, stating the time and period during which such employees could be available. With this information in hand from all unions, the Division Committee shall, at its yearend meeting, arrange interunion employee assistance for the ensuing year.

2. When a late service request is made by one organization for personnel from another organization (excluding Division, union, and institution officers), after itineraries have been approved for the ensuing year, approval of such service requests shall place upon the calling organization the responsibility of meeting the travel and related expenses involved in the itinerary.

E 70 Recording and Preserving Employees' Service Records

E 70 05 Employees' Service Records—Records of service for all denominational employees and literature evangelists shall be kept in

permanent form. This record shall be kept in/on the standard form approved by the General Conference International Personnel Resources and Services.

E 70 10 Definition of Employee—All individuals receiving remuneration from denominational organization payrolls are for the purpose of the E 70 policy considered employees.

E 70 15 Responsibility for Service Records—Responsibility for keeping the service records is as follows:

1. Interdivision Employees—Assistant Secretary, General Conference International Personnel Resources and Services (Service Records Office)
2. General Conference and North American Division Staff—Director of Human Resource Services for headquarters staff.
3. Division (including Division personnel)—Division Secretary.
4. Union or Local Conference/Mission/Field—Secretary.
5. Primary (Elementary) and Secondary Church School Teachers—Local Conference/Mission/Field Secretary.
6. Secondary School (Academy)—Principal.
7. College and University—President/Personnel Director.
8. Health Care Institution—Administrator/Manager or Personnel Director.
9. Publishing House—President/Manager or Personnel Director.
10. Other institutions not included above—Chief Administrative Officer/Personnel Director.

E 70 20 Service Record Formats—Each denominational organization shall maintain service records for all its employees in either manual or automated format as follows:

1. *Manual Systems*—The manual system consists of maintaining the service record on a standard form.

a. Standard Form—The content and design of the standard service record form is specified by the General Conference. It shall be stocked as required and used by all denominational organizations which use the manual system. Orders can be placed with the denominational publisher for the respective territory. Divisions printing their own form shall follow the format of the General Conference service record form.

b. Information to be Recorded—The following information shall be included on the service record of all employees:

1) Year-by-Year Record—The service for each year shall be recorded on a separate line. If in one year the employee serves in two or more employing organizations, in two or more different positions or types of work, or changes from full-time to part-time employment or vice versa, a separate line shall be used for each.

2) Position or Type of Work—The official position or type of work shall be given.

3) Employing Organization—The organization to which the employee is directly responsible shall be named.

4) Beginning Date/Ending Date—The year shall be entered in the column titled “Year-by-Year Record” with the beginning and ending dates containing only the day and month in that order. Spell out the abbreviation for the month (as opposed to using numerals). Example: 15 Jan.

5) Salaried Full-time Service (Months)—Record the number of months of full-time salaried employment. Contact the Division Secretariat for instructions.

6) Salaried Part-time Service (Months)—Record the number of months of part-time salaried employment. Contact the Division Secretariat for instructions.

7) Hour-time Service (Hours)—Record the number of paid hours of hour-time service including paid hours of overtime, sick time and vacation. Contact the Division Secretariat for instructions.

8) Percentage of Service Credit—Indicate the percentage of one year’s service credit to which a full-time/part-time salaried or hour-time employee is entitled. Contact the Division Secretariat for instructions.

9) Remuneration Percentage—Enter the employee’s percentage of the remuneration factor for his/her area as of December 31. Contact the Division Secretariat for instructions.

10) Yearly Rate Factor (YRF)—Enter the employee’s yearly rate factor using the remuneration percentage and the schedule of Yearly Rate Factors. Contact the Division Secretariat for instructions.

11) Signature of Officer—Each line shall be hand signed by the officer responsible for keeping the service record. (See E 70 10.) Such officer shall not sign his/her own service record or that of his/her spouse or relative but shall request another officer to do so.

2. *Automated System*—The automated system consists of maintaining the service record in a computerized form.

a. Information to be Recorded—A list of the standard information fields to be maintained in all service records and the procedures for transmission of data are available from the Division secretariat.

b. Standard Format—All computerized service record printouts shall be printed in the standard format as authorized by the General Conference Secretariat. The standard format is available from the Division secretariat.

c. Annual Service Entries Report—The individual authorized to maintain/be responsible for service records shall prepare by January 31 of each year a report of all service record entries for all employees of the preceding year. Each page of this report shall be hand signed and dated by the individual responsible for service records, except in the case of permanently bound printouts which need only be hand signed and dated on the last page. In

harmony with the provisions of BA 65, Retention and Safeguarding of Records, this report shall be stored in the organization's records center in a secure and permanent file.

d. Annual Service Corrections Report—The personnel director of the organization shall prepare by January 31 of each year a report of all corrections made to the service records during the preceding year. Each page of this report shall be hand signed and dated by two officers, one of whom shall be the officer responsible for service records, except in the case of permanently bound printouts, which need only be hand signed and dated on the last page. In harmony with the provisions of BA 65, Retention and Safeguarding of Records, this report shall be stored in the organization's records center in a secure and permanent file.

e. Microfiching or Microfilming of Printouts—Where possible it is recommended that the reports as referred to in paragraphs c) and d) above be microfiched or microfilmed. If tape-direct to microfiche transfers are used, the designated officer shall sign directly on the microfiche. Only after the microfiching or microfilming process has been completed and signed may the printouts referred to in paragraphs c) and d) above be destroyed. The printouts must be maintained a minimum of three years.

f. Biennial Copy to the Employee—Each employee shall be given a printed copy of his/her cumulative service record biennially.

g. Annual Schedule for Transmissions—Each organization shall submit service record additions and corrections to the Division secretariat as scheduled.

E 70 25 Sensitive Information—All data that is of a sensitive nature such as gender, disability, national origin, ethnic origin, and age shall not be made available to personnel making hiring or promotion decisions. This information shall be available for statistical purposes only.

E 70 30 Preserving and Transferring Service Records—1. *Organizational Responsibility*—The organization specified under E 70 15 shall be responsible for beginning/obtaining and maintaining a service record for each employee under its direction.

2. *Change of Position/Type of Work*—When an employee's position or type of work is changed, the new position/type of work shall be recorded on the service record.

3. *Transfer Between Denominational Organizations*—When an employee is transferred from one denominational organization to another, the organization for which he/she has been working shall prepare two copies of the service record, one for its files, one for the employee, and forward the original or certified copy to the new employer. In the automated system the service record printout copies prepared for the files and the new employer shall be certified by the responsible officer.

4. *Discontinuance of Denominational Service*—When an employee discontinues denominational service for other than retirement reasons, the organization shall record in the official office copy of the appropriate committee minutes and on the service record an appropriate action relating to the discontinuance of service and the particulars of any financial settlement made.

5. *Retirement*—When an employee who is eligible for benefits from the Retirement Plan retires permanently from denominational service, the service record together with the retirement application and the particulars of any settlement which may have been made with the employee shall be forwarded to the secretary of the Division Retirement Plan committee. In the automated system all computer-printed copies of service records shall be certified by the responsible officer.

6. *Requests for Service Records*—Only written requests for service records shall be honored. Requests for assistance in obtaining service records between divisions shall be directed to the Service Records Office (Assistant Secretary) in the General Conference Secretariat.

7. *Inquiries Regarding Service Record Policies*—Inquiries regarding the application of service record policies shall be directed to the secretary of the Division.

8. *Copies to Employee*—a. *Manual System*—The original service record shall not be given to the employee under any circumstances, but each employee shall be given a copy of his/her record not less than biennially.

b. *Automated System*—Each employee shall be given a printed copy of his/her service record not less than biennially.

c. *All Systems*—The employee shall also be given a copy of his/ her service record at the following times:

1) At his/her request at any time.

2) By the last employing organization each time he/she transfers.

3) At the time he/she disconnects from denominational employment.

E 70 35 Supporting Documentation for Service Records—1. *Regular Denominational Employees*—a. *Compensation Review Sheets*—The complete compensation review spreadsheet of all employees' time, salary, and expense shall be filed with the official office copy of the executive committee minutes of the employing organization (see GC S 20). Where records are maintained electronically, the board/executive committee shall be assured by administration that accurate records are maintained and remuneration is consistent with voted policies.

b. *Recording of Employment*—All employment shall be recorded in the service record regardless of length of service, age, full-/part-time work, or student status. Exception: Students employed by an educational institution.

2. *Literature Evangelists*—a. Annual summaries—The conference/mission/field publishing director shall file a copy of the annual literature evangelist summary with the conference/mission/field secretary. This annual summary shall include the name, number of weekly reports, total hours, and sales for the year for each literature evangelist. This annual summary shall become a part of the permanent records of the conference/mission/field.

b. Copies of Summaries to Union/Division—Copies of the local conference/mission/field summaries as gathered by the union publishing directors shall be filed with the union secretary and the Publishing Department of the Division, the offices of which shall preserve these for permanent record.

3. *Christian Record Field Representatives*—Christian Record Services International, Inc, shall keep a permanent record of total hours and collections per year for each field representative.

E 70 40 Auditing of Service Records—Auditors shall audit service records as a part of the regular salary audit of denominational organizations and verify that the backup procedures in the automated system are being followed.

E 75 Vacations and Holidays

(For **Sick Leave, Maternity Leave, Compassionate Leave and Leave When Moving**, see Y 55. For **Continuing Education Leave** see T 55)

E 75 05 Basis for Vacations—Annual vacation with pay is provided for regular full-time denominational employees on the following basis:

1. Fourteen calendar days for the first year of service and one additional day for every year of service up to a maximum of twenty-eight calendar days.

2. Any approved public holiday occurring during the time of the annual leave may be added to the time of such leave.

3. An employee who is not entitled to annual leave, who desires to undertake an overseas visit may, by special approval of his/her employer, accumulate leave for two years, up to a maximum of eight calendar weeks.

4. Annual leave shall be taken as follows, except as provided for in E 75 50:

a. One unbroken period of at least two full weeks.

b. The balance in periods as may be requested by the employee, provided that it is also convenient to the employing organization.

c. When an employee is unable to take advantage of a public holiday, due to church assignments, the holiday may be taken at a later time, in consultation with the local administration.

5. Part-time employees (not hourly-paid employees whose salary rate includes leave pay) shall receive the normal length of annual leave, but shall be paid at the part-time rate.

6. All annual leave shall be approved in advance by the administrative officers of the employing organization and be appropriately recorded.

7. The dates of annual leave shall be arranged by the employing organization, taking into consideration the needs of the employee.

8. For the convenience of record keeping, annual leave shall be calculated on the basis of the calendar year, and any time due for a portion of the year shall be reckoned on a pro-rata basis.

9. In no circumstances shall an employee be paid in lieu of leave not taken, except as provided in E 75 50.

E 75 10 Calculation of Vacation on Accrual Basis—1. Annual vacation for office employees and others who are paid on the basis of regular hours, may be calculated by larger institutions and other organizations which so elect, on the following basis:

| | <i>Vacation time per year of full-time service</i> | <i>Vacation time accrual per month of full-time service</i> |
|--------------------------------|--|---|
| During first seven-year period | 2 weeks | 6 ² / ₃ hrs |
| During next eight-year period | 3 weeks | 10 hrs |
| After fifteen years of service | 4 weeks | 13 ¹ / ₅ hrs |

2. The accrual chart in 1. above is based on a 40-hour work week. Any decrease in length of the normal work week will necessitate an adjustment in accrued time.

3. Full-time service for vacation accrual purposes includes days worked, approved sick time, holidays and vacation days.

E 75 15 Records—Denominational employers will keep the necessary records for vacation accrual and vacations taken.

E 75 20 Annual Vacations—Annual vacation should generally be taken in the year for which it is due. It is the responsibility of the employee to arrange his/her vacation as outlined in E 75 35, Use of Vacation Time. Unused vacation time may accumulate from year to year, but not more than four weeks of vacation time may be taken in any one calendar year except as provided for in E 70 05, paragraph 3. However, at the time of retirement unused vacation time to which the employee was entitled during the previous calendar year and the year of retirement may be granted.

E 75 25 Transfers—When an employee is transferred from one denominational organization to another, accrued vacation time of up to six weeks may be transferred to the new employing organization with the necessary payment made by the former to the new employer or may be paid out in cash, depending on the policy of the division.

E 75 30 Separation—In the event of separation from denominational employment, accrued vacation time of not more than four weeks will be included in the settlement.

E 75 35 Use of Vacation Time—Vacation time accumulated for an employee may be used at such time or times during the year as requested by the employee, approved by the supervisor, and authorized by the properly designated authority.

E 75 40 Vacation Requests—A request for vacation should be made in advance except in an emergency when it is not known beforehand by the employee that leave will be needed. An absence under such circumstances should be reported immediately to the supervisor.

E 75 45 Holidays—The number of paid holidays granted in any one year shall not exceed eleven, and any leave taken beyond that shall be treated as part of the annual vacation.

E 75 50 Exceptions—In those countries where laws require longer vacations and additional holidays and also in certain fields of service where climatic conditions require longer leaves, exceptions to this general plan may be made.

E 80 Employees' Personal Finance

E 80 05 Maintain Standards—The standards of the ministry in all things should be maintained on an irreproachable basis, in order that “the ministry be not blamed” (2 Cor 6:3).

E 80 10 Side Lines—1. Employees, engaged in the various ministries of the church should recognize their high and holy calling, requiring the concentration of their entire time and energies to the work of saving souls and building them up in the faith. It is therefore incumbent upon denominational employees to refrain from all sidelines of business and give themselves wholly to denominational work and the ministry of the gospel.

2. Employees shall not divide their interests between their work for the church and private enterprises, whether such private enterprises be bargaining and dealing in real estate, cattle, or other livestock, or conducting other private business operations. The position is not taken, however, that an employee should have no private investment of any sort, as long as these do not in any way hinder giving full and undivided attention to his/her work for the church.

E 80 15 Live Within Income—[Repealed by the 2009 Annual Council.]

E 80 20 Faithful Return of Tithe—Seventh-day Adventist denominational employees are to be models in every facet of their lives. Church members must see in church workers an unequivocal fidelity to basic principles. Such commitment needs to be exercised in respect of all the standards of Christian living. Because of its importance as a principle, and the spiritual experience it represents, the faithful returning of tithe, like faithfulness to other basic beliefs

of the Church, becomes a condition of employment for all Seventh-day Adventist employees. Consequently no church organization shall employ a Seventh-day Adventist who is not returning a faithful tithe. Further, such employees as are known to be unfaithful in returning tithe shall not be transferred to another denominational organization.

E 80 25 Not to Seek Gifts—Employees shall not in any way seek personal gifts from church members. When it is necessary for them to discuss their financial affairs, this should be done with their employing bodies rather than with members of the church.

E 80 30 To Pay Obligations—Employees who continually neglect or refuse to pay their just obligations shall be advised to take up some other line of work.

E 80 35 Transfer of Employees—Proper and satisfactory arrangements shall be made by employees for all financial obligations before transfer to another conference/mission/field.

E 80 40 Authorization for Study—While it is desired that every employee be encouraged to make continuous effort for self-improvement, especially through correspondence courses, no full-time conference/mission/field employees, or other denominational employees, should take residence schoolwork, or any line of study that would make inroads upon time that should be given to their regular duties, without first making proper arrangements with those in charge of their work.

E 85 Conflict of Interest and/or Commitment

E 85 05 Conflict of Interest and/or Commitment Defined—Conflict of interest shall mean any circumstance under which an employee or volunteer by virtue of financial or other personal interest, present or potential, directly or indirectly, may be influenced or appear to be influenced by any motive or desire for personal advantage, tangible or intangible, other than the success and well-being of the denomination.

Because of the common objectives embraced by the various organizational units and institutions of the Seventh-day Adventist Church, membership held concurrently on more than one denominational committee or board does not of itself constitute a conflict of interest provided that all the other requirements of the policy are met. However, an officer, trustee, or director serving on an organization's board is expected to act in the best interest of that organization and its role in denominational structure.

A conflict of commitment shall mean any situation which interferes with an employee's ability to carry out his/her duties effectively. Elected, appointed, or salaried employees on full-time assignment are compensated for full-time employment; therefore, outside or dual employment or other activity,

whether compensated or not, that in any way interferes with the performance of an employee's duties and responsibilities is a conflict of commitment. A conflict of commitment also exists in situations where an employee functions contrary to the values and ethical conduct outlined in the organization's statement of ethical foundations and conduct (see model Statement of Ethical Foundations recommended by the 1999 Annual Council as guidelines for divisions) or when an employee functions contrary to established codes of ethical conduct for employees in particular professions (e.g., legal, investments).

E 85 10 Individuals Included Under This Policy—All trustees, officers, executive committee/board members, employees, and volunteers of denominational organizations shall be subject to this policy.

E 85 15 Conditions Constituting Conflict—A trustee, officer, executive committee/board member, employee, or volunteer has a duty to be free from the influence of any conflicting interest or commitment when serving the organization or representing it in negotiations or dealings with third parties. Both while on and off the job an employee is expected to protect the best interests of the employing organization. The following list, though not exhaustive, describes circumstances and conditions that illustrate conflict of interest or commitment:

1. Engaging in outside business or employment that encroaches on the denominational organization's call for the full services of its employees even though there may be no other conflict.

2. Engaging in business or employment that is in any way competitive or in conflict with any transaction, activity, policy, or objective of the organization.

3. Engaging in any business with or employment by an employer who is a supplier of goods or services to any denominational organization.

4. Making use of the fact of employment by the denominational organization to further outside business or employment, associating the denominational organization or its prestige with an outside business or employment, or using one's connection to the denomination to further personal or partisan political interests.

5. Owning or leasing any property with knowledge that the denominational organization has an active or potential interest therein.

6. Lending money to or borrowing money from any third party, excluding financial institutions, who is a supplier of goods or services or lending to/borrowing from a trustor or anyone who is in any fiduciary relationship to the denominational organization or is otherwise regularly involved in business transactions with the denominational organization.

7. Accepting or offering of any gratuity, favor, benefit, or gift or of any commission or payment, monetary or non-monetary, of greater than nominal

value, in connection with work for the denominational organization other than the compensation agreed upon between the denominational organization and/or the employer and the employee.

8. Making use of or disseminating, including by electronic means, any confidential information acquired through employment by the denominational organization for personal profit or advantage, directly or indirectly.

9. Using denominational personnel, property, equipment, supplies, or goodwill for other than approved activities, programs, and purposes.

10. Expending unreasonable time, during normal business hours, for personal affairs or for other organizations, to the detriment of work performance for the denomination.

11. Using one's connections within the organization to secure favors for one's family or relatives.

E 85 20 Statement of Acceptance—1. *By Employees*—At the time of initial employment an employee shall sign a statement indicating acceptance of the conditions of employment as outlined in the organization's employee handbook. This acceptance shall constitute the employee's declaration of compliance and resolve to remain in compliance with the conflict of interest and/or commitment policy. On an annual basis the employer shall provide employees with a copy of the Statement of Ethical Foundations, plus a copy of the conflict of interest and/or commitment policy, and shall inform employees regarding the duty to disclose potential conflicts of interest and/or commitment.

2. *By Administrators, Department Directors and Trustees*—The chief administrator, or designee, of the organization concerned shall receive annually a statement of acceptance and compliance with the policy on conflict of interest and/or commitment from each administrator, department director, member of the board/executive committee, and any other person authorized to handle resources of the organization. (The employing organization may determine that other individuals shall also be required to submit annually a statement of acceptance and compliance.) Submission of the statement by persons identified above shall constitute a declaration of compliance with the policy and shall place the individual under obligation to disclose potential conflicts of interest and/or commitment that may arise during the ensuing year.

3. All statements of acceptance and compliance shall be reviewed annually through a process and reporting mechanism as determined by the board/executive committee of the organization.

E 85 25 Reporting Potential or Actual Conflicts of Interest and/or Commitment—All present and potential conflicts of interest must be disclosed:

1. If known in advance of any meeting, business transaction, or other activity at which the issue may be discussed or on which the issue may have a bearing on the person's approach to the issue, whether directly or indirectly; or

2. If not known in advance, when the actual, possible, or potential conflict becomes apparent. Disclosure must be made to the person in charge of the meeting or activity and to the full meeting, or to the person's supervisor, as appropriate. The person should remove himself/herself from the room or situation to avoid participation in all discussion or deliberation on the issue, and voting. All such actions should be recorded in any minutes or records kept. Following full disclosure of the present or potential conflict, the board or equivalent group may decide that no conflict of interest exists and invite the participation of the person.

This policy establishes a process which is self-identifying. However, third parties may report alleged conflicts in writing with supporting documentation, to an officer of the organization concerned if the employee fails to disclose a conflict or does so inadequately. The source of third party reports shall be held in confidence by the recipient unless it is required to divulge the information pursuant to a court order or if there is indication that the report is fraudulent or made with malicious intent.

E 85 30 Review Process for Conflicts of Interest and/or Commitment—The officer or human resource/personnel office that receives the report of a conflict or potential conflict shall inform the employee's supervisor and shall have the matter reviewed by the appropriate employing authority or by the committee assigned to review such matters. If the disclosure has come from a third party, the officer or human resource/personnel office shall inform the employee concerned and shall give the employee an opportunity to submit any information which may help in the review of the reported conflict. The decision of the employing authority or review committee as to whether or not a conflict exists shall be communicated to the employee in writing.

E 85 35 Sanctions for Noncompliance—Non-compliance includes failure to:

1. Comply with this policy.
2. Report accurately on the disclosure form.
3. Comply with decisions made by the employing authority or review committee as a result of reported potential or actual conflicts of interest and/or commitment.

Non-compliance may result in disciplinary action, up to and including termination from employment. Termination from employment shall be processed in harmony with existing policies.

E 85 40 Model Statement of Acceptance—The following model statement of acceptance may be modified in a manner appropriate to the organization concerned.

THIS DECLARATION applies, to the best of my knowledge, to all members of my immediate family (spouse, children, parents) and its provisions shall protect any organization affiliated with or subsidiary to the _____ . In the event facts change in the future that

may create a potential conflict of interest, I agree to notify the _____ in writing.

1. I have read the Statement of Ethical Foundations and the policy on Conflict of Interest and/or Commitment.

2. I am in compliance with my employer’s policy on Conflict of Interest and/or Commitment as printed above.

3. Except as disclosed below:

a. Neither I nor my family have a financial interest or business relationship which competes with or conflicts with the interests of the _____.

b. Neither I nor my family have a financial interest in nor am or have been an employee, officer, director, or trustee of, nor receive/have received financial benefits either directly or indirectly from any enterprise (excluding less than five percent [5%] ownership in any entity with publicly traded securities) which is or has been doing business with or is a competitor of the _____.

c. Neither I nor my family receive/received any payments or gifts, monetary or non-monetary (other than of nominal value) from other denominational entities, suppliers, or agencies doing business with the _____.

d. Neither I nor my family serve/have served as an officer, director, trustee, or agent of any organization affiliated with or subsidiary to the _____ in any decision-making process involving financial or legal interests adverse to the _____.

Disclosures:

- 1.
- 2.
- 3.
- 4.
- 5.

| | | |
|------|----------------|------|
| Name | Position/Title | Date |
|------|----------------|------|

E 90 Spouse Separation Policy

Employees are expected to set a proper Christian example in family relationships, in harmony with the Seventh-day Adventist philosophy and practice, and it is therefore essential that the family serve as a unit while working for the Church. For this reason:

1. Calls shall not be processed for individuals whose spouses will be unable to join them within a maximum period of six months.

2. Where a call for an individual has already been processed and the spouse is subsequently unable to join him/her in the field of service within a maximum period of six months, the call should be cancelled.

3. Sponsored study leave, which requires the spouses to be separated for a period of more than one year, shall not be approved.

4. Employing organizations should carefully review any case where an employee's spouse is absent from the employee's residence for more than six months. The employing organization shall recommend immediate resolution of the absence, or consider releasing the employee from employment to enable him/her to be reunited with the spouse.

**ADVENTIST CHAPLAINCY MINISTRIES—
DEPARTMENTAL POLICIES****FA 05 Philosophy and Mission**

The mission of the Seventh-day Adventist Church and Adventist Chaplaincy Ministries (ACM) blend together in united purpose—to give hope through sharing God's love, grace and Word of truth. God created a perfect universe based on principles of divine love and law, but Lucifer's rebellion disrupted the union between the Creator and the created, causing disharmony and separation. Then God created man and woman in His own image, whole and complete, with a mosaic of characteristics: physical, mental, emotional, volitional, relational, spiritual and sexual. Tragically, sin plunged the human race into crisis and brokenness, creating the need for restoration. Jesus Christ addressed this need for reconciliation and restoration when He declared His mission was to "seek and save the lost" (Luke 19:10), "call sinners to repentance" (Luke 5:32) and offer more abundant life (John 10:10) to whosoever will. Jesus defined His ministry in the words of Isaiah 61:1 and 2: "The Spirit of the Lord God is upon Me, because the Lord has anointed Me to preach good tidings to the poor; He has sent Me to heal the brokenhearted, to proclaim liberty to the captives, and the opening of the prison to those who are bound; to proclaim the acceptable year of the Lord."

Ellen G. White explains the nature of that restorative ministry of hope: "Christ's ministry alone will give true success in reaching the people. The Savior mingled with men as one who desired their good. He showed His sympathy for them, ministered to their needs, and won their confidence. Then He bade them, 'Follow Me'." *The Ministry of Healing*, page 143.

Christ entrusted the continuation of His incarnational ministry of hope and restoration to His Church. In following Christ's example, the Church must use a multi-faceted approach that is relevant to reaching people and ministering to their needs. No one method is sufficient. The work of Seventh-day Adventist chaplains is an essential and dynamic element of Christ's methods and ministry of the Church. As commissioned/licensed/credentialed ministers of the Church, chaplains labor for people at significant crisis points in their lives, caring and restoring as did Christ. Working in diverse settings such as community and government agencies, correctional institutions, healthcare facilities, industry, military installations, schools and other places, they are the presence of the Church, bringing God and hope to the people, often in places where the Church would otherwise have little or no ministry.

FA 10 Adventist Chaplaincy Ministries Department

FA 10 05 ACM Department—A department of the Southern Africa-Indian Ocean Division of Seventh-day Adventists will be called Adventist Chaplaincy Ministries (ACM). The ACM Department will have a director, and as needed, an associate and staff to assist in its work. The director will be an ordained minister, preferably a chaplain who has been granted ecclesiastical endorsement and has a minimum of five years experience in chaplaincy work. The director will oversee and support the work of chaplains on a similar basis as the ministerial association secretary oversees and supports the work of pastors.

FA 10 10 Functions—The ACM Department performs six primary functions:

1. Representation for ACM concerns and administration of ACM interests,
2. Professional standards,
3. Ecclesiastical endorsements and approvals,
4. Recruitment, support and training for Adventist chaplains,
5. Pastoral care and religious support for church members in military and public service, and
6. Nurture and equip Seventh-day Adventist students in public universities/colleges/other institutions of higher learning.

FA 10 15 Responsibilities—The ACM Department will formulate strategic direction, vision, mission, goals and budgets; establish standard operating procedures, standards and requirements; manage ecclesiastical endorsement procedures, chaplain certification processes and funding; maintain chaplain personnel records, rosters and website; communicate and disseminate information, materials and training resources; and administer chaplains training programs, National Service Organization support and Campus Chaplaincy tasks within the Division. Specifically, the Southern-Africa Indian Ocean Division ACM Department has the following responsibilities for oversight and support of ACM programs for our territory:

1. Establish ACM structure and a chaplain network throughout the Division.
2. Assist unions in identifying needs for chaplaincies and establishing the Seventh-day Adventist Church as a faith group that is eligible for endorsing chaplains to serve in non-denominational institutions and organizations, whether private or public operated.
3. Convene advisories and task forces to communicate and train church and ACM leaders about chaplaincy ministries.
4. Obtain sufficient funding to adequately accomplish the ACM mission and provide essential resources that can be used by chaplains in their ministries.

5. Establish standards for ecclesiastical endorsement of chaplains that meet or exceed legal and/or professional standards for the nation considered. Work with union ACM leaders in developing and implementing contextualized ecclesiastical endorsement policies and procedures for entry into chaplaincies.

6. Collaborate with an accredited Seventh-day Adventist university or seminary to offer an ACM-approved curriculum for professional training of ministers called into one of the chaplaincies.

7. Establish a Clinical Pastoral Education (CPE) training center in a hospital near the Adventist university that offers an ACM-approved training program in chaplaincy and conduct an Adventist CPE program for ministers seeking to become chaplains and/or to enhance their pastoral functional skills.

8. Delegate authority for certification and ecclesiastical endorsement to those conferences/missions/unions that oversee territories that comprise an entire nation. That delegated authority exists only for that national territory and requires periodic review, evaluation and certification from the delegating ACM department.

9. Authorize credentials for chaplains whose official duties require moves across local conference territorial lines. In those cases, a Union or the Division may wish to issue the credentials; i.e., military chaplains.

10. Develop methods for seminary graduates who are not employed by a Conference to obtain pastoral experience and credentials in order to qualify for the chaplaincy. Also, ensure chaplains are on the track to ordination/commissioning, or are ordained/commissioned.

11. Conduct annual/quinquennial training programs specifically for Adventist chaplains in the Division. When sufficient numbers exist in any given chaplaincy, form an association of that group and conduct an annual meeting/training session for that association.

12. Utilize digital and electronic means of communication for reports to the General Conference ACM Department; establish a Division website and maintain a database of endorsed chaplains and their ministries.

FA 15 Adventist Chaplaincy Ministries Committee

FA 15 05Jurisdiction of the Southern Africa-Indian Ocean Division ACM Committee—All aspects of the work of the ACM Department come under the jurisdiction and oversight of the ACM Committee. The ACM Committee is a sub-committee of the Southern Africa-Indian Ocean Division Executive Committee, which approves the Terms of Reference, membership and operational budget of the ACM Committee. The ACM Department Manual of Standard Operating Procedures (SOP) governs internal department operations, which are approved by the ACM Committee. The ACM Committee shall give special attention to promoting ACM interests and work

within each Union of the Division. The ACM Committee serves the entire Division and oversees ACM activities, chaplains and standards within all Unions, unless authorization is delegated to Unions for specific purposes.

FA 15 10 Membership—The membership of the Southern Africa-Indian Ocean Division Adventist Chaplaincy Ministries Committee shall be:

- Southern Africa-Indian Ocean Division President or his designee, Chair
- Southern Africa-Indian Ocean Division ACM Director, Secretary
- Southern Africa-Indian Ocean Division Executive Secretary
- Southern Africa-Indian Ocean Division Chief Financial Officer
- Southern Africa-Indian Ocean Division Vice-President
- Southern Africa-Indian Ocean Division Financial Officer
- Southern Africa-Indian Ocean Division Education Department Director
- Southern Africa-Indian Ocean Division Health Ministries Director
- Southern Africa-Indian Ocean Division Ministerial Association Secretary
- Southern Africa-Indian Ocean Division Sabbath School and Personal Ministries Director
- Southern Africa-Indian Ocean Division Public Affairs and Religious Liberty Department Director
- Southern Africa-Indian Ocean Division Women's Ministries Director
- Southern Africa-Indian Ocean Division Youth Ministries Director
- Union ACM Director (as available)
- Campus chaplain (full-time)
- Correctional chaplain (full-time)
- Healthcare chaplain (full-time)
- Military member

FA 15 15 ACM Committee Meetings—The ACM Committee will meet at least twice yearly. A quorum will consist of a minimum of three voting members present in addition to the Chair and Secretary.

FA 15 20 Executive Committee—Adventist Chaplaincy Ministries Committeemembers in residence at the Division office will serve as the Executive Committee.

The ACM Executive Committee will have full authority to carry on the work of the Committee between meetings of the full membership.

FA 20 Chaplains

FA 20 05 Definition of Chaplaincy and Chaplain—Ministry is the service of discipleship, "Christ in you" through the efficacy of the Holy Spirit to be and make disciples of Jesus Christ. All Christians can and should do ministry. A minister is a disciple of Jesus Christ called to be a spiritual, servant-leader and equipped by a spiritual gift(s) of the Holy Spirit to fulfill the

calling. "If God has made you a shepherd of the flock, He has given you qualification to do that work" (*Evangelism* 685). That qualification is recognized and affirmed by the Church via credentials.

Chaplaincy is ministry inside institutional settings that provides for the religious needs and cares for the religious and spiritual well being of people associated with that institution, whether denominational or public. A chaplain is a licensed/commissioned/ordained pastor with specialized preparation who is called and qualified to minister in specific institutional or organizational settings.

Adventist chaplains are first and foremost pastors, though not all pastors are called to be chaplains. To become a chaplain, pastors must have a theology degree or its equivalent, ACM training, pastoral experience verified by current credentials, and ecclesiastical endorsement. Ecclesiastical endorsement from the Seventh-day Adventist Church is granted only to licensed (the pastor must be on the track to ordination)/commissioned/ordained Adventist clergy. These qualifications are required to work as an Adventist chaplain in a denominational institution or to represent the Church as a chaplain in any public organization.

FA 20 10 Chaplaincies—Chaplains minister in denominational institutions and in public institutions and organizations. They serve on educational campuses, in community and government agencies, in correctional institutions, in various healthcare facilities with military forces and in the work places of corporations and industry.

FA 20 15 Ministry—Chaplains are expected to hold church membership in a church of the conference issuing their credentials. Though they probably will not be assigned as the pastor of a local church, chaplains are expected to engage in supportive ministry of their local church, be faithful in their personal stewardship and uphold the pastor. Chaplains should also offer their services to the local conference and support conference programs as much as their full-time chaplain ministry will permit.

FA 20 20 Credentials—Chaplaincy is a valid and viable expression of ministry in the Seventh-day Adventist Church. Along with the responsibilities of ministry, chaplains have the full rights and privileges of ministry enjoyed by any other Adventist minister.

Adventist chaplains with the ACM approved credentials will be endorsed. Chaplains have the same potential for ordination as other Adventist licensed ministers, and when ordained, can be granted a ministerial credential—ordained (males) or commissioned credential (females). Retired chaplains are eligible for emeritus credentials from the union in which they reside.

FA 20 25 Chaplain Pay, Benefits and Retirement—1. When employed by a denominational institution, a chaplain is entitled to the same pay and benefit scale as other Adventist ministers with the same credentials and

experience level, and the same retirement benefits as other Adventist ministers who serve equal number of years. The employing institution will insure the chaplain's denominational service record is accurate and kept current.

2. When employed by a non-denominational entity, a chaplain is entitled to credentials and the same credit toward service as other Adventist ministers. The ACM Department will insure the chaplain's denominational service record is accurate and kept current. The chaplain will receive directly whatever pay and benefits are earned from the non-denominational entity. Retirement benefits, if any, are subject to the Division retirement plan and pension laws of the nation in which the service occurs. Once a chaplain becomes eligible for a pension from a non-denominational source, he or she loses eligibility for retirement benefits from the denomination.

3. Chaplains who leave or retire from non-denominational employment are eligible for re-employment consideration by the denomination. If they choose not to be re-employed and still maintain their accountability, standing and involvement with the Church, then they can be granted honorary/emeritus credentials corresponding to the credentials they held while in active service.

FA 20 30 Training of Chaplains—The ACM Department of the Division is responsible for providing educational and training programs for chaplaincy ministry at an Adventist seminary or university. Clinical Pastoral Education (CPE) is required for certain chaplaincies, especially healthcare, which is done in conjunction with academic preparation. CPE requires cooperation between a school and a hospital. It is preferable for Adventist chaplains to be trained in Adventist hospitals and schools. Standards for chaplains are determined by a collaboration of the ACM Department, the Division Education Department, and the Ministerial Association. These standards are established through the following:

1. Accredited courses of study that meet academic standards for applicants to enter chaplaincies in the nations of the Division. That study can be graduate courses in a core curriculum that focuses on the chaplaincy and leads to certification, or a graduate degree in chaplaincy ministry.

2. Adventist Clinical Pastoral Care Education (ACPCE) centers that provide a cohesive denominational approach to specialized chaplaincy education, especially in the healthcare-related chaplaincies.

3. Board Certification for those chaplains who have completed supervised practicum of chaplaincy skills.

Additional requirements, guidance, and information are provided in the Standard Operating Procedure and are available on request from the ACM Department.

FA 25 Ecclesiastical Endorsement of Chaplains

FA 25 05 Ecclesiastical Endorsement Defined—Ecclesiastical endorsement is a faith's way of recognizing who is a spiritual leader and affirming that spiritual leader as an ambassadorial representative of the faith to members and the public. Endorsement signifies that a clergy person in chaplaincy or a related ministry has presented evidence of their calling and training for that ministry, and he or she is performing an authorized ministry for the Church. Endorsement is required for a minister to be a chaplain. It is solely for clergy and cannot be granted to lay persons. It declares that the applicant:

1. Is a licensed/commissioned/ordained minister in regular standing in the Seventh-day Adventist Church;
2. Has completed appropriate professional training for the specialized ministry and has an appropriate pastoral background;
3. Is applying for a position or serving in an approved ministry setting;
4. Maintains accountability with the Church.

FA 25 10 Chaplaincy Ministries Requiring Ecclesiastical Endorsement—The Seventh-day Adventist Church endorses only qualified clergy to represent and serve the denomination in chaplaincy ministries. Ecclesiastical endorsement is granted only to an individual who has appropriate ministerial credentials (licence, commission, ordained) and who has applied to serve or is serving as a chaplain in one of the following settings:

1. Campus—Denominational and public secondary or higher schools;
2. Community—Disaster response, fire departments, law enforcement agencies, government legislatures, search and rescue, etc.;
3. Corrections—State and local prisons;
4. Healthcare—Hospital, hospice, assisted living and nursing homes;
5. Military—Active Duty and Reserve Components; and
6. Work place—Airports, businesses, cruise lines, industry and sports.

FA 25 15 Categories of Ecclesiastical Endorsement—The categories of ecclesiastical endorsement granted by the Seventh-day Adventist Church are:

1. Supervisory chaplain (healthcare only),
2. Chaplain (all)
3. Clinical Pastoral Education (CPE) resident,
4. Intern or supervisor-in-training.

Clergy, who volunteer their services or have been appointed by their conferences as chaplains, must meet all the standards and requirements for ecclesiastical endorsement. Adventist pastors who are not endorsed chaplains and lay church members who engage in volunteer ministries as spiritual caregivers on campuses and military bases, in hospitals or prisons, must abide by the institution's or organization's policies for outside visitors, and work. They

must function under an endorsed chaplain and cooperate with the senior chaplain to support the overall religious program of the institution or organization served. ACM can provide general guidance to chaplains and conferences about establishing policies, practices and training programs for caregivers but ACM does not oversee volunteer programs. Local conferences and unions through the Personal Ministries department are encouraged to provide training and some form of certification for any Adventist pastor (non-chaplain) and lay member who engages in volunteer ministries to public, non-denominational institutions.

FA 25 20 Requirements of Ecclesiastical Endorsement for Chaplaincies—Applicants must be members in regular standing of the Seventh-day Adventist Church. A Bachelors degree in religion or theology-related studies is the recommended level of professional training. A minimum of two years pastoral experience or proven equivalency as determined by the ACM Committee is absolutely required. That experience implies applicants will possess current credentials (Ministerial Credentials (males), Commissioned Minister Credentials (females), Ministerial Licence (males) or Commissioned Minister Licence (females) issued by a conference. Credentials are the Church’s way of recognizing and affirming the validity of one’s calling to the ministry. Requirements for each chaplaincy ministry are listed in the Department Manual of Standard Operating Procedures (SOP), which is available from the ACM Department.

FA 2525 Application Process for Ecclesiastical Endorsement—All applicants for ecclesiastical endorsement must satisfactorily complete the application, evaluation and interview process prior to their being considered by the ACM Committee. The application, evaluation and interview process is outlined and prescribed in the Department Manual of Standard Operating Procedures (SOP), which is available from the ACM Department.

FA 25 30 Requirements for Ecclesiastical Endorsement in Specialized Ministries—Endorsement for the specialized ministerial disciplines of marriage and family therapist and pastoral counseling may be issued in cases where the applicant is qualified and engaged in that specialty as part of an ongoing professional practice or religious program such as AIDs Prevention.

1. General Requirements:
 - a. The person must be practicing their profession with a clear pastoral identity.
 - b. The local conference must be supportive of this ministry and willing to issue appropriate ministerial credentials.
 - c. Applicants must meet all requirements for chaplain ecclesiastical endorsement, as well as the specialized requirements in paragraph two below:
2. Specialized Requirements:

a. Marriage and Family Therapist—The applicant must qualify as a marriage and family therapist, which includes an appropriate graduate degree and supervised practice in marriage and family therapy. Where required, they must possess a state licence and certification from recognized national professional associations.

b. Pastoral Counselor—The applicant must qualify as a professional counselor, which includes an appropriate graduate degree and supervised practice in counseling. Where required, they must possess a state licence and certification from recognized national professional associations.

FA 25 35 Continuation of Ecclesiastical Endorsement—When the ACM Committee grants ecclesiastical endorsement, that endorsement is valid for up to two years while the person seeks employment as a chaplain. If the person granted ecclesiastical endorsement does not obtain employment as a chaplain within two years, the ecclesiastical endorsement expires and the person must update their application and reapply for ecclesiastical endorsement. After the person is hired, the ecclesiastical endorsement is extended and remains valid for as long as they serve as a chaplain, provided he or she fulfills the following conditions:

1. Church Standing—The chaplain maintains membership in regular standing with a local Seventh-day Adventist Church.

2. Credentials—The chaplain continues to qualify and receive ministerial credentials. (Commissioned for females, licensed or ordained credential for males).

3. Regular Reporting—The chaplain submits an annual report to the ACM Department for review by the ACM Committee. Failure to submit the required annual reports and be accountable to the Church will be cause for placing the chaplain's ecclesiastical endorsement on probation. If the chaplain fails to submit required annual reports for two years in a row, the ecclesiastical endorsement will be revoked and the chaplain will have thirty days to reapply before the employer is notified.

4. Continuing Education—Chaplains are required to participate and engage in continuing professional education for a minimum of 40 hours annually. Evidence of fulfilling this requirement should accompany the annual report in the form of copies of certificates, diplomas, book reports of reading accomplished, etc. Many employers provide some form of professional training or support attendance at seminars or conferences. Attending ACM-sponsored training conferences will also help fulfill this requirement.

5. Attendance at ACM-Sponsored Annual Training—Each year/quinquennium the ACM Department should sponsor a training conference for all the chaplains either collectively or by associations: campus, community, corrections, healthcare, and work place. Attendance at one of these professional training conferences is mandatory for Adventist chaplains at least

once every quinquennium. Failure to attend at least one of these annual training events in a quinquennium will be cause for revocation of the chaplain's ecclesiastical endorsement.

FA 25 40 Conditions Placed on Ecclesiastical Endorsements—At the discretion of the ACM Committee the following conditions may be placed on endorsements:

1. Provisional—In cases where an applicant has most of the necessary qualifications, but is lacking in some specific points. The ACM Committee will require the submission of a workable plan with set milestones and a completion date that will fulfill the necessary requirements. The applicant's progress will be monitored by the ACM Director and reported to the ACM Committee.

2. Probation—When a chaplain has violated a condition of ecclesiastical endorsement or church policy, and a period of time is needed to resolve the issue in question. The endorsement remains effective and will be re-evaluated after the specified period of time.

3. Revocation—When a chaplain has violated a condition of ecclesiastical endorsement or church policy and it is necessary to revoke the ecclesiastical endorsement. In the event of revocation, the ACM Director will report such action to the chaplain and the employing organization, which requires ecclesiastical endorsement for the purpose of employment, licensing, and/or certification. If the matter affects the chaplain's ability to hold ministerial credentials, the ACM Director will also notify the church organization issuing the credential.

FA 25 45 Authority in the Endorsing Process—Ecclesiastical endorsements can be granted, revoked or amended only by vote of the ACM Committee. In certain circumstances, however, authority is granted to the ACM director and/or associate director to administer certain aspects of the process. These circumstances include:

1. Endorsement in Process Letter—When an applicant faces a close deadline for documenting ecclesiastical endorsement in order to qualify for employment or professional certification, a letter may be sent to the appropriate person or organization. The letter will verify that ecclesiastical endorsement is in process and provide a status report.

2. Recommendation of Endorsement Letter—When a currently endorsed chaplain needs extension of endorsement to another field for purposes of a job search, a letter of extension of ecclesiastical endorsement may be issued. The candidate must be qualified for the field of extension, and such action will be reported and recorded in the minutes of the next ACM Committee meeting.

3. Statement for Record—When a chaplain endorsed at one level qualifies for the next higher level and has otherwise maintained their ecclesiastical endorsement, he or she does not have to reapply for ecclesiastical

endorsement. The necessary documentation will be completed by ACM and such action will be reported and recorded in the minutes of the next ACM Committee meeting. If an endorsed chaplain qualifies, the same process also applies to a chaplain who desires to minister in another field of chaplaincy.

4. Letter of Concern—When a chaplain violates a condition of ecclesiastical endorsement, a letter of concern will be sent to the chaplain. The matter will be discussed at a subsequent ACM Committee meeting. Only the ACM Committee can impose disciplinary or remedial actions on chaplains.

FA 25 50 Documenting Educational Requirements for Endorsement—Applicants for ecclesiastical endorsement must document their educational qualifications according to the requirements listed in the Department Manual of Standard Operating Procedures (SOP), which is available from the ACM Department.

FA 25 55 Obtaining and Documenting Pastoral Experience Requirements for Ecclesiastical Endorsement—ACM counsels that experience as a parish pastor best prepares a person for chaplaincy ministry. Applicants for ecclesiastical endorsement must obtain and document their pastoral experience according to the requirements listed in the Department Manual of Standard Operating Procedures (SOP), which is available from the ACM Department. When documented, the ACM Director will evaluate and verify, then present the evidence to the ACM Committee for final determination.

FA 25 60 Ecclesiastical Endorsement and Ministerial Credentials—Ministerial credentials authorize a candidate to perform the basic functions of the pastoral office. Endorsed Adventist chaplains will usually receive their credentials from the conference within whose territory they work. Ecclesiastical endorsement from ACM builds on that foundation and certifies that the applicant is also prepared for specialized ministry. ACM follows the policies and practices outlined below:

1. Employment Within the Church Organization—In the case of persons employed by a Seventh-day Adventist organization, it is the usual practice for the administration or human resources department in that organization to request an appropriate ministerial credential from the local conference. ACM will assist in this process as needed.

2. Employment Outside the Church Organization—In the case of chaplains employed in positions outside the church organization, ACM will contact the local conference to recommend the appropriate ministerial credential.

3. Chaplains Employed by Government Organizations—Due to their mobility, chaplains employed by government organizations such as active duty military and federal prisons will receive their credentials from the conference level that covers the territory of that nation.

FA 25 65 Limits Of Ecclesiastical Endorsement—Credentials and endorsements are not automatically transferable between conferences/unions/countries within the Division. Applicants and chaplains who qualify in a particular conference/union/country must meet the requirements for ministerial credentials and ecclesiastical endorsement established by the conference/union in which they seek employment.

FA 30 CAMPUS CHAPLAINCY

FA 30 05 Mission—The ACM Department collaborates with the Education and the Youth Departments in promoting Adventist beliefs and principles to college and university students attending either denominational or public, secular educational institutions. In cooperation with church leaders at various levels, the ACM department committee endeavors to:

1. Strengthen the faith commitment of students to Seventh-day Adventist beliefs and mission,
2. Prepare students to deal with the intellectual and ethical challenges that arise in a secular environment,
3. Develop their leadership abilities to prepare them for church and professional environments,
4. Provide opportunities for Christian fellowship, and
5. Train them for outreach, service and witness on the campus, in the community and in the world at large.

FA 30 10 The Campus Chaplaincy Sub-Committee—The Southern Africa-Indian Ocean Division ACM Committee shall establish a Campus Chaplaincy Sub-Committee to develop and promote initiatives designed to meet the religious, intellectual and social needs of Adventist students in public campuses of higher learning. The Division ACM Committee will approve the "Terms of Reference, membership and operational budget of the Campus Chaplaincy Sub-Committee. In coordination with sponsoring agencies, the Campus Chaplaincy Sub-Committee will encourage Adventist students to serve as literature evangelists, student missionaries and in other voluntary outreach programs and services. It also engages the support of the Public Affairs and Religious Liberty Department in order to obtain, at the regional level, Sabbath exemptions for class assignments and examinations for Seventh-day Adventist students.

FA 30 15 Membership—The membership of the Campus Chaplaincy Sub-Committee shall be:

- Southern Africa-Indian Ocean Division ACM Director, Chair
- Southern Africa-Indian Ocean Division Education Department Director, Secretary
- Southern Africa-Indian Ocean Division Financial Officer

Southern Africa-Indian Ocean Division Sabbath School and Personal Ministries Director

Southern Africa-Indian Ocean Division Public Affairs and Religious Liberty Department Director

Southern Africa-Indian Ocean Division Women's Ministries Director

Southern Africa-Indian Ocean Division Youth Department Director

Student Representative from an Adventist Campus (Optional)

Student Representative from a Public, Secular Campus (Optional)

FA 30 20 Responsibilities—The Campus Chaplaincy Sub-Committee provides strategic direction, vision, goals, planning, resource materials, training materials, funding for Division-wide student rallies, oversight and coordination for campus ministry on the college and university level across the division that includes students, faculty and administration.

As a collaborative effort, and in consultation with the Division leaders, the Campus Chaplaincy Sub-Committee promotes initiatives designed to:

1. Make periodic assessments of Adventist student demographics, their needs and the schools they are attending.

2. Provide training opportunities for pastors and lay caregivers who minister on college and university campuses.

3. Encourage the involvement of Seventh-day Adventist university professors and other professionals as mentors in this ministry.

4. Foster the organization of Adventist Activities and Associations on public campuses and maintain a current list of them and their student leaders.

5. Train students for outreach, service and evangelism on their campuses, in their communities and beyond.

6. Budget funds for student religious rallies and the free distribution of *Dialogue* magazine and other materials that support this ministry.

7. Connect Adventist students with Seventh-day Adventist colleges and universities as potential transfer students where possible and eventually as faculty members.

8. Sponsor and organize special religious rallies for students.

9. Assist local leaders in establishing and maintaining good relations with administrators of public colleges and universities in which Adventists are students.

10. Engage the services of the Public Affairs and Religious Liberty Department in preventing or solving Sabbath observance issues related to Seventh-day Adventist students in public campuses.

11. Engage the services of the Youth Ministries department in providing necessary training to Adventist students in Adventist and public universities to prepare them for church leadership and service to the world.

12. Challenge Unions to establish student worship groups on public campuses for resident students and to challenge non-resident students to have worship together at least once a week on campus.

FA 30 25 Role of Adventist Chaplaincy Ministries—The ACM Department focuses on four primary tasks as its part in supporting students:

1. Endorsing Adventist campus chaplains;
2. Providing professional development training for campus chaplains; and
3. Developing materials to support their ministry.
4. Providing assistance to Unions to establish student associations in public campuses.

FA 35 National Service Organization

FA 35 05 National Service Organization (NSO) Mission—The NSO is the official military relations office of the Seventh-day Adventist Church. Its primary mission is to provide pastoral care and religious resources to support the spiritual well being of Seventh-day Adventist church members in military-related or public service.

FA 35 10 Functions—The NSO exists to:

1. To develop policies and programs pertaining to military and public service.
2. To develop and implement programs that will assist Adventist youth in making informed decisions based on biblical and ethical principles about issues around military and public service.
3. To prepare and circulate current information and publications concerning military and public service.
4. To assist Adventist military-related* service personnel with problems of conscience and accommodation of religious practice.
5. To develop and maintain effective working relationships with military and civilian government officials concerning Adventists in military-related service.
6. To obtain official recognition by the government for an alternate service program for those who are conscientious objectors.
7. To encourage active involvement by Adventist military-related personnel in a local church or Adventist Military Chapel Worship Groups (AMCWG).
8. To promote and conduct periodic religious retreats for Adventists in military-related service.
9. To compile a data base of Adventist personnel in military-related service, and to send designated church papers and other religious materials to those in that data base.

(* *Military-related includes the following groups of citizens who hold military identification cards: active duty, reserve component, civilian*

employees of the military, contractors, and family members of all these groups.)

FA 35 15 NSO Committee—1. The NSO Committee will be appointed by the ACM committee of the division and will advise the ACM Committee of the interests of military-related church members, changes in military policies and practices that affect Adventists and current trends that can impact the mission of ACM.

Membership of the NSO Committee shall be:

Southern Africa-Indian Ocean Division President or his designee, Chair

Southern Africa-Indian Ocean Division, ACM Director, Secretary

Office of the General Counsel (legal advisor)

Southern Africa-Indian Ocean Division Public Affairs and Religious

Liberty Director

One active duty military chaplain

One Reserve Component military chaplain

One military officer

One senior enlisted military service member

One junior enlisted military member

One Adventist spouse of a military member

(NOTE: When available, military members of the NSO Committee should be from the local area to lessen travel expenses.)

2. The NSO Committee will meet at least once annually and make a report to the ACM Committee.

**CHILDREN'S MINISTRIES—
DEPARTMENTAL POLICIES**

Christ's FB 05 Purpose

Christ's mandate to feed the lambs (John 21:5) and to let the children come to Him (Mark 10:13, 14) commissions the Church to evangelize children and to nurture their spiritual growth. Children's Ministries seeks to develop the faith of children from birth through age fourteen, leading them into a loving, serving relationship with Jesus and a commitment to the Seventh-day Adventist Church.

FB 10 Desired Outcomes

Children's Ministries envisions the following outcomes:

1. Children growing in faith and having a close relationship with Jesus and others shown by a strengthened prayer life, daily Bible study, and service to others.
2. Children's leaders and teachers trained through the ongoing Leadership Certification program and prepared to minister effectively to children.
3. Resources developed and produced that nurture the spiritual growth of children, and equip children's leaders and teachers.
4. Initiative implemented by divisions which effectively trained parents to disciple their children.
5. Greater alignment between Children's Ministries and other departments achieved, which resulted in resources developed for divisions, unions, and conferences/fields.
6. All divisions working collaboratively with Children's Ministries in the design, implementation, and assessment of approaches which effectively developed spiritual growth and loyalty to the Seventh-day Adventist Church.

FB 15 Services and Resources

FB 15 05 General Conference Children's Sabbath School Leader/Teacher Training—The General Conference Children's Ministries director shall work in cooperation with the Sabbath School and Personal Ministries department in the training of division Children's Ministries leaders in implementing the children's Sabbath School curriculum.

FB 15 10 Division Children's Sabbath School Leader/Teacher Training—The implementation of the children's Sabbath School curriculum and the training of leaders and teachers who work with children's Sabbath Schools is a joint responsibility of the division Children's Ministries and

Sabbath School and Personal Ministries departments. The division may choose either Children's Ministries or Sabbath School and Personal Ministries to implement the training.

FB 20 Operations

FB 20 05 Staffing—Children's Ministries is administered by a director and associate director(s) as needed and budgeted. Directors and associate director(s) are elected on the basis of their expertise and experience in caring for the responsibilities encompassed by the work of the department. In their leadership, the director, associate director(s), and staff will provide a clear sense of direction which anticipates ministry opportunities now and in the future while unifying the efforts of the leaders at other levels of the church involved with children's ministries.

FB 20 10 Administration—Operationally and administratively, the department, through its director, is responsible to the president and his advisors for promoting plans and work outlined by the General Conference Executive Committee. A president's advisor meets regularly with the staff to listen, to give guidance, and to empower the staff to meet present and anticipated ministry opportunities.

FB 20 15 World Advisories—A world advisory is normally called at the beginning of each new quinquennium. During this time the director, associate director(s), and staff meet with the division directors and a representative of the General Conference administration to discuss ministry needs and opportunities and to lay strategic plans for the next five years.

COMMUNICATION— DEPARTMENTAL POLICIES

FC 05 Philosophy

There are many forms of communicative media available to the Church today, and the Communication Department is committed to using all of these means in sharing with the world the good news of salvation. Especially effective in accomplishing God’s mission are media organizations and evangelistic ministries, working in cooperation with pastors and laypersons.

Because communication of the gospel is the responsibility of the entire Church, the Communication Department is involved in all the programs of the Church, seeking to serve both administrators and departments with the skills it possesses to further these programs. The Communication Department assists administrators and other Church leaders in communicating organizational policies and initiatives to both internal and external publics. In addition, the department interprets to administration the attitudes of these publics toward the Church. The department also provides crisis communication expertise and response systems.

Close liaison between a communication director and administration may be accomplished by membership on administrative councils, meeting by invitation with the executive committee or board, or frequent consultation with and briefing by the executive officer. During these exchanges, Communication Department personnel are able to perform a valuable service by advising regarding the possible effects of plans and programs on the mission of the Church.

FC 10 Vision

The vision of the Communication Department is to present a favorable image of the Church, its mission, and its life and activities, as well as to assist the Church in being an effective witness of the loving and saving grace of Jesus Christ.

Activities of the department enable “Seventh-day Adventists to communicate hope by focusing on the quality of life that is complete in Christ.” Thus, the Church’s Communication Department fulfils a role in effectively promulgating the everlasting gospel and building bridges of hope.

FC 15 Objective

The objective of the department is to reach society, both within the Church and externally, with an open, responsible, and hope-filled communication program

through the effective use of contemporary technologies and methods of communication.

FC 20 Responsibility in Achieving the Objective

The Communication Department has committed itself to a program of honest and accurate presentation to establish in the public mind that the Church is a Bible-based Christian church—active, progressive, humanitarian, responsible, respectable, friendly, growing, global, and personally helpful. The department’s commitment will be seen in motivating every Seventh-day Adventist to be an active contributor in communicating the values and mission of the Church.

FC 25 Functions and Services

The communication program includes:

1. News and information services, such as the General Conference based Adventist News Network (ANN), the appointed news agency of the Church.
2. A public relations program which includes promotion of awareness programs aimed at positively representing the Seventh-day Adventists within the community and implementing local and global Church identity programs.
3. Effective use of media and contemporary communication systems and technologies.

FC 30 Corporate Division-wide Coordination

Effectiveness of the communication ministry requires coordinating media exposure for the Southern Africa-Indian Ocean Division. These include:

1. Assistance to communication departments and entities of unions and institutions in implementing corporate communication strategies.
2. Cooperative involvement with the varied Church communication delivery systems and media entities.

EDUCATION— DEPARTMENTAL POLICIES

FE 05 Seventh-day Adventist Philosophy of Education

FE 05 05 Premises—Seventh-day Adventists, within the context of their basic beliefs, acknowledge that:

1. God is the Creator and sustainer of the entire universe—animate and inanimate.

2. God created perfect human beings in His own image with power to think, to choose, and to do.

3. God is the source of all that is true, good, and beautiful, and has chosen to reveal Himself to humankind.

4. Humans, by their own choice, rebelled against God and fell into a state of sin that has separated them from God and each other, affecting the entire planet and plunging it into the cosmic conflict between good and evil. In spite of this, the world and human beings still reveal, albeit dimly, the goodness and beauty of their original condition.

5. The Godhead met the problem of sin through the plan of redemption. This plan aims to restore human beings to God’s image and the universe back to its original state of perfection, love, and harmony.

6. God invites us to choose His plan of restoration and to relate to this world creatively and responsibly until He intervenes in history to bring forth the new heavens and the new earth that is promised in His Word.

FE 05 10 Philosophy—The Seventh-day Adventist philosophy of education is Christ-centered. Adventists believe that, under the guidance of the Holy Spirit, God’s character and purposes can be understood as revealed in the Bible, in Jesus Christ, and in nature. The distinctive characteristics of Adventist education—derived from the Bible and the writings of Ellen G White—point to the redemptive aim of true education: to restore human beings into the image of their Maker.

Seventh-day Adventists believe that God is infinitely loving, wise, and powerful. He relates to human beings on a personal level, presenting His character as the ultimate norm for human conduct and His grace as the means of restoration.

Adventists recognize that human motives, thinking, and behavior have fallen short of God’s ideal. Education, in its broadest sense, is a means of restoring human beings to their original relationship with God. Working together, homes, schools, and churches cooperate with divine agencies in preparing learners for responsible citizenship in this world and in the world-to-come.

Adventist education imparts more than academic knowledge. It fosters a

balanced development of the whole person—spiritually, intellectually, physically, and socially. Its time dimensions span eternity. It seeks to develop a life of faith in God and respect for the dignity of all human beings; to build character akin to that of the Creator, to nurture thinkers rather than mere reflectors of others' thoughts; to promote loving service rather than selfish ambition; to ensure maximum development of each individual's potential; and to embrace all that is true, good, and beautiful.

FE 05 15 Aim and Mission—Adventist education prepares people for useful and joy-filled lives, fostering friendships with God, whole-person development, Bible-based values, and selfless service in accordance with the Seventh-day Adventist mission to the world.

FE 05 20 Agencies of Education—1. *Home*—The home is society's primary and most basic educational agency. Parents are the first and most influential teachers and have the responsibility to reflect God's character to their children. Moreover, the whole familial setting shapes the values, attitudes, and worldview of the young. The church and the school, along with society's other educational agencies, build on and supplement the work of the home. Effective educational work requires collaboration among the home, church, and school.

2. *Local Church*—The local church also has a major assignment in the lifelong educational enterprise. The congregation as a community of faith provides an atmosphere of acceptance and love in which it disciples those within its sphere of influence in a personal faith in Jesus Christ and in a growing understanding of the Word of God. This understanding includes both an intellectual aspect and a life in harmony with God's will.

3. *School, College, and University*—All levels of Adventist schooling build on the foundation laid by the home and church. The Christian teacher functions in the classroom as God's minister in the plan of redemption. The greatest need of students is to accept Jesus Christ as their personal Saviour and commit to a life of Christian values and service.

The formal and informal curricula help students reach their potential for spiritual, mental, physical, social, and vocational development. Preparing students for a life of service to their family, church, and the larger community is a primary aim of the school.

4. *Oversight*—The Church at all levels has oversight responsibility in their respective territories for the healthy functioning of lifelong learning in all three of the above venues. With reference to the school as an educational agency, its functions are ideally accomplished by institutions established by the Church for that purpose. The Church at large should make every effort to ensure that all Adventist children and youth have the opportunity to attend an Adventist educational institution. Realizing, however, that a large percentage of the Church's youth are not enrolled in Adventist schools, the world Church must

find ways to achieve the goals of Adventist education through alternative means (e.g., after-school church-based instruction, church-sponsored centers on non-Adventist campuses, etc.).

FE 10 The Role of Seventh-day Adventist Schools, Colleges, and Universities

The agencies of Seventh-day Adventist education listed above are in place and operative. The remaining sections of this document develop implications of the Adventist philosophy of education only for schooling. Implications for other agencies remain to be developed.

FE 10 05 Key Components—1. *The Student*—As a child of God, the student is the primary focus of the entire educational effort and should be loved and accepted. The purpose of Adventist education is to help students reach their highest potential and to fulfill God's purpose for their lives. Student outcomes constitute a significant guiding criterion in assessing the health and effectiveness of the school.

2. *The Teacher*—The teacher holds a central place of importance. Ideally, the teacher should be both a committed Adventist Christian and an exemplary role model of the Christian graces and professional competencies.

3. *Knowledge*—All learning is grounded on faith in a certain set of presuppositions or worldview. The Christian worldview recognizes a supernatural as well as a natural order. Adventists define knowledge more broadly than that which is merely intellectual or scientific. True knowledge encompasses cognitive, experiential, emotional, relational, intuitive, and spiritual elements. An acquisition of true knowledge leads to understanding which is manifested in wisdom and appropriate action.

4. *Curriculum*—The curriculum will promote academic excellence and will include a core of general studies needed for responsible citizenship in a given culture along with spiritual insights that inform Christian living and build community. Such citizenship includes appreciation for the Christian heritage, concern for social justice, and stewardship of the environment. A balanced, integrated curriculum will address the major developmental needs in the spiritual, intellectual, physical, social, emotional, and vocational realms. All areas of study will be examined from the perspective of the biblical worldview within the context of the great controversy theme.

5. *Instruction*—The instructional program of the classroom places appropriate emphasis on all forms of true knowledge, purposefully integrating faith and learning. Instructional methodology will actively engage the needs and abilities of each student, giving opportunity to put what is learned into practice, and be appropriate to the discipline and to the culture.

6. *Discipline*—Discipline in a Christian school is built upon the need to

restore the image of God in each student and recognizes the freedom of the will and the work of the Holy Spirit. Discipline—not to be confused with punishment—seeks the development of self-control. In redemptive discipline, the student’s will and intelligence are engaged.

7. *School Life*—A blended emphasis of worship, study, labor, recreation, and relationships will characterize the total learning environment with careful attention given to balance. The campus community will be pervaded by joyful spirituality, a spirit of cooperation, and respect for the diversity of individuals and cultures.

8. *Assessment*—The Adventist school, college or university gives clear evidence that it subscribes to an Adventist philosophy of education. Such evidence is found in the written curriculum, in teaching and learning activity, in the campus ethos, and in the testimony of students, graduates, constituents, employees, and the community at large. Assessment—whether of individuals or institutions—is redemptive in nature and always seeks God’s high ideal of excellence.

FE 10 10 Responsibilities and Outcomes—The Seventh-day Adventist Church has made a commitment to provide a broad education and spiritual formation for its children, youth, and young adults within the context of the Christian worldview. The Church extends this same opportunity to other children and youth of the community who share similar values and ideals. Adventist education seeks to maintain academic excellence in all teaching and learning activities.

1. *Elementary/Primary Schools*—The following are the responsibilities and expected outcomes of the Adventist elementary school system:

a. Responsibilities—The Adventist elementary school offers pupils/learners:

1) A climate in which they can understand God’s will, commit their lives to Him, and experience the joy of helping others.

2) An organized program leading toward spiritual, physical, mental, social, and emotional development.

3) A basic core of skills and knowledge for everyday living appropriate to their age.

4) A wholesome appreciation and respect for the home, the church, the school, and the community.

b. Expected Outcomes—Pupils/learners completing the elementary or primary level at an Adventist school should:

1) Have had the opportunity to commit their lives to God through conversion, baptism, service, and a desire to do God’s will in every area of living.

2) Demonstrate competence in thinking, communication, and quantitative skills along with other academic areas foundational to schooling at

the secondary level.

3) Manifest interpersonal skills and emotional growth necessary for healthy relationships with their peers, family, and community.

4) Know and practice basic principles of health and balanced living including a wise use of time and entertainment media.

5) Develop an appreciation for the dignity of labor along with a general awareness of career options appropriate to their interests and God-given abilities.

2. *Secondary Schools*—The following are the responsibilities and expected outcomes of the Adventist secondary school system:

a. *Responsibilities*—The Adventist secondary school builds on what has been achieved at the elementary level with a focus on values, choices, and Christ-like character, and offers students:

1) A formal and informal curriculum in which academic study, spiritual values, and daily life are integrated.

2) A broad academic and vocational program leading to productive living and satisfactory career choices.

3) Avenues whereby Christian faith is made relevant to their emerging needs, leading to more mature relationships with others and with God.

4) An opportunity to develop a Christian lifestyle of values, service, and witness.

b. *Expected Outcomes*—Pupils/learners completing the secondary level at an Adventist school should:

1) Have had an opportunity to commit their lives to God and therefore manifest a maturing faith in Him characterized by personal devotion, public worship, service, and witness to others in fulfillment of the Church's mission.

2) Demonstrate competence in communication, quantitative skills, and creative thinking, along with other academic areas that are foundational to excellence in tertiary education and/or the world of work.

3) Demonstrate maturity and Christ-like sensitivity within the family circle, in the choice of friendships, in preparation for marriage, and in broad participation within their church and community.

4) Make good decisions and wise choices in ways that demonstrate their belief in the body as a temple of God. This includes careful use of time and discriminating selection of music, media, and other forms of entertainment.

5) Have developed a strong work ethic functioning competently in everyday life as well as within entry-level work experiences appropriate to their interests and God-given abilities.

3. *Tertiary Institutions*—The following are the responsibilities and

expected outcomes of the Seventh-day Adventist tertiary level education system:

a. Responsibilities—Adventist institutions of higher education provide students a unique environment for the pursuit of learning in the arts, humanities and religion, sciences, and various professions, within the perspective of the Seventh-day Adventist worldview. Adventist higher education:

1) Gives preference to careers that directly support the mission of the Church.

2) Recognizes the importance of the quest for truth in all its dimensions as it affects the total development of the individual in relation both to God and to fellow human beings.

3) Utilizes available resources such as revelation, reason, reflection, and research to discover truth and its implications for human life here and in the hereafter, while recognizing the limitations inherent in all human endeavors.

4) Leads students to develop lives of integrity based upon principles compatible with the religious, ethical, social, and service values essential to the Adventist worldview.

5) Fosters—particularly at the graduate level—the mastery, critical evaluation, discovery, and dissemination of knowledge, and the nurture of wisdom in a community of Christian scholars.

b. Expected Outcomes—Students completing the tertiary level at an Adventist institution of higher learning should:

1) Have had the opportunity to commit themselves to God with a desire to experience and support the message and mission of the Seventh-day Adventist Church and to live a principled life in harmony with God’s will.

2) Exhibit proficiency in critical thinking, stewardship, creativity, appreciation of beauty and the natural environment, communication, and other forms of academic scholarship toward fulfillment of their vocations and lifelong learning.

3) Manifest social sensitivity and loving concern for the well-being of others in preparation for marriage and family life, citizenship within a diverse community, and fellowship within the community of God.

4) Maintain a consistent lifestyle that demonstrates a commitment to optimal health practices essential to effective adult living. This includes careful use of time and discriminating selection of music, media, and other forms of entertainment.

5) Answer God’s call in the selection and pursuit of their chosen careers, in selfless service to the mission of the Church, and in building a free, just, and productive society and world community.

4. *Lifelong Learning*—Education goes beyond formal schooling. Lifelong

learning should meet the needs of both professionals and non-professionals:

a. Among professional responsibilities are opportunities for continuing education for certification and career enrichment for educators, clergy, business and health care personnel, and others.

b. In the non-professional realm opportunities exist for programs in such areas as local church leadership, family life, personal development, spirituality, Christian growth, and service to the church and the community. Programs need to be developed that utilize both traditional teaching techniques and extension learning through media technology. Formal schooling combines with the other agencies of education in preparing the student for the joy of service in this world and the higher joy of wider service in the world to come.

FE 15 Objectives of Seventh-day Adventist Education

FE 15 05 Elementary/Primary and Secondary Education—The Seventh-day Adventist Church desires to provide for all its youth a general education within the framework of the science of salvation. The fundamentals and common branches of knowledge are to be studied so that proficiency is achieved and a high quality of teaching is maintained.

The church-related elementary/primary school will assist each child to develop (1) a love and appreciation for the privileges, rights, and responsibilities guaranteed each individual and social group and (2) a wholesome respect and attitude for each unit of society—home, church, school, and government. The elementary/primary school will offer an organized program to ensure adequate development leading toward total spiritual, physical, mental, and emotional health and a basic core of skills and knowledge for everyday living.

The church-related secondary school, predicated on the results obtained through the elementary/primary school with character building as an undergirding structure, will endeavor to operate realistically for each student in the upgrading and maintenance of health, in the command of fundamental learning processes, in the teaching of worthy home membership, vocational skills, civic education, worthy use of leisure, and ethical maturity. The secondary school implementing the church philosophy will seek for objectives of spiritual dedication, self-realization, social adjustment, civic responsibility, and economic efficiency. (See also Total Commitment to God , A 15 25.)

FE 15 10 Higher Education—The Seventh-day Adventist Church operates institutions of higher education for the purpose of providing special opportunities for Seventh-day Adventist youth who have satisfactorily completed secondary school instruction, and who are desirous of pursuing academic disciplines in the liberal arts, obtaining associate or baccalaureate degrees, preparing for lifework, or entering professional or graduate schools.

The church-related institutions in their custodial, creative, and evaluative roles help develop within the students ethical, religious, and social values compatible with church philosophy and teachings, values which prepare the graduate for his/her lifework or vocation inside or outside denominational employ. These institutions also help develop in their students a higher concept of service to God and man. (See also Total Commitment to God, A 15 30.)

FE 15 15 Graduate Education—Seventh-day Adventist education is integrative; that is, it regards mankind and life as a whole. Human works, institutions, and history are viewed from the point of mankind's divine origin and destiny as revealed in the Word of God. Freedom, academic as well as personal, provides a progressive pursuit and discovery of truth which existed first in the mind of God and which mankind has been permitted to rediscover by revelation, study, reflection, and research. The end product must be, not a detached intellectual, but a mature and committed Christian.

The essential business of a Seventh-day Adventist university or college on the graduate level is the mastery, critical evaluation, discovery, and dissemination of knowledge, and the nurture of wisdom in a community of Christian scholars. The Church supports graduate education in order to make effective in teacher and student alike the insights and values which Christian faith and doctrine provide as a vertical dimension in the study of the arts and sciences and of mankind and its institutions.

To a greater degree than in undergraduate education, the graduate school must concern itself with the discovery, critical evaluation, and application of knowledge to human thought and behavior. In these communities of scholars special efforts will be made to foster an inquisitive spirit that is not content to master the broad reaches of the known but diligently explores the unknown. Adventist scholars participate in the enlargement of the island of knowledge existing in the immense seas of the unknown that surround mankind. Graduate education requires the application of techniques of investigation and evaluation as found in the laws of evidence. The Christian educator and advanced student alike utilize the systems of evidence of reason and science, but also recognize the validity of divine revelation, which is accorded a paramount position.

Finally, all Adventist graduate education concerns itself with the nurture and training of leaders for the Church and its enterprises and for those service-centered vocations and professions wherein they may effectively witness for God and promote both the good name and worldwide mission of His Church. (See also Total Commitment to God, A 15 30.)

FE 20 Educational Administration Outline

FE 20 05 The Department of Education—Purpose—The General Conference Department of Education has been entrusted with the overall

coordination of the Church's educational program, working through such administrative authority as is delegated by the various organizational entities of the world Church.

FE 20 10 Composition of College and University Boards—Subject to applicable civil laws and regulations, members of the governing boards of Seventh-day Adventist colleges and universities shall be members of the Seventh-day Adventist Church in regular standing. Others may serve in advisory capacities.

FE 20 15 General Conference International Board of Education—1. *Purpose*—The General Conference International Board of Education is the primary vehicle through which the General Conference Department of Education coordinates the world system of Seventh-day Adventist education. It is authorized to act in the areas that are indicated in this *Working Policy*. (Institutions and programs in Ministerial and Theological education are under the purview of the International Board of Ministerial and Theological Education.)

2. *Composition of the Board*—a. The membership of the General Conference International Board of Education shall be designated by the first Annual Council following the General Conference Session. The director of the Department of Education, with the Nominating Committee, shall serve to nominate the membership of this board.

b. The General Conference International Board of Education shall be composed of the following members:

- *GC Vice president (advisor for education), chair
- *GC Vice president, vice chair
- *GC Department of Education director, executive secretary
- *GC Department of Education associate directors, assistant secretaries
- *GC Undertreasurer
- * GC Treasury Advisor
- *GC Health Ministries Department director
- *Presidents of General Conference-operated institutions of higher learning
- *North American Division president
- Division directors of education (attending as authorized)
- Up to five members, as selected by the Board
- Ex officio members:
- *General Conference President
- *General Conference Secretary
- *General Conference Treasurer/ Chief Financial Officer
- Division presidents
- Invitee:

Office of General Counsel Representative

c. Board members shall hold office between sessions of the first Annual Council following the quinquennial General Conference Session at which time elections take place.

d. Vacancies on the Board shall be filled by the Board for the unexpired term.

e. The Board shall hold regularly scheduled meetings at least once each year. The full Board, including the division director of education, shall meet at least twice each quinquennium. The chair shall call meetings at such times and places as approved by the General Conference Administrative Committee.

f. A quorum shall consist of one-third of the regular membership.

g. The Board may invite consultants to attend as deemed necessary.

3. *Executive Committee*—The Executive Committee of the Board shall meet as necessary between the sessions of the Board. It shall operate within the powers delegated to it by the Board. Its membership shall consist of those marked by an asterisk in paragraph 2 b. A quorum shall consist of seven members.

4. *Duties of the Board*—The duties of the General Conference International Board of Education are:

a. To establish general guidelines, coordinate the interrelationship between division programs, and maintain general direction of the education program of the Church.

b. To develop and maintain a comprehensive long-range world master plan subject to regular updating and revision.

c. To approve the establishment or discontinuance of tertiary-level schools and programs, the upgrading of post-secondary institutions, the affiliation of schools across division boundaries, and the implementation of interdivision extended-campus programs.

d. To develop funding plans for the support of Seventh-day Adventist education.

e. To require from division departments of education such reports as will enable the Board to perform its duties and functions.

f. To recommend to the division boards of education general personnel policies for teachers, administrators, and related school staff.

g. To coordinate implementation of any approved financial program to assist the school system.

h. To review, through the Accrediting Association of Seventh-day Adventist Schools, Colleges, and Universities, existing programs of instruction, research, and training for denominational service in the schools and advise them regarding desirable change.

i. To commission research on the needs and outcomes of Seventh-day Adventist education and to keep the divisions informed through periodic reports, releases, conferences, and other means.

j. To coordinate all interdivision programs of professional education.

5. *The Executive Secretary*—The Executive Secretary shall be the Director of the General Conference Department of Education. He/She, subject to the approval of the Board, shall:

a. Serve as the Secretary of the Board and have custody of its official minutes and seal.

b. Perform, exercise, and discharge the functions, powers, and duties of his/her office within the approved budget.

c. Administer all policies and activities prescribed by the Board.

d. Guide in the development and maintenance of a comprehensive long-range master plan for the Seventh-day Adventist education program which shall be subject to regular updating and revision.

e. Communicate to the appropriate parties the actions of the Board.

f. Make an annual report to the Board and issue such other reports as the Board shall request or as may be required from time to time.

6. *Board Minutes*—Copies of the minutes of this Board shall be sent to all members. A copy of the minutes of each of the division boards of education shall be filed with this Board.

7. *Finances*—All appropriations and other moneys available to the Board shall be used for the objectives and purposes for which appropriated, subject to any terms, restrictions, limitations, or other requirements imposed. These funds shall be allocated by the Board.

8. *Right of Appeal*—Any action of the Board involving a specific institution or unit may be appealed by the same in writing within 120 days of notification of such action. Such an appeal may be supported by a representation of no more than three persons before a meeting of the Board. The Board/Executive Committee in closed session shall then render its decision. In extreme and far-reaching decisions, further appeal may be made to the General Conference Executive Committee.

9. *Changes and Amendments*—Any changes or amendments to the organization or working policies of the Board shall have a two-thirds vote of the members present at any duly called meeting. A vote to change or amend shall then be sent to the General Conference Administrative Committee for confirmation at a General Conference Annual Council.

FE 20 20 International Board of Ministerial and Theological Education—*Purpose*—The International Board of Ministerial and Theological Education (GCC-B) works in cooperation with the world divisions in providing overall guidance and standards to the professional training that Church-supported institutions offer to pastors, evangelists, theologians,

teachers of Bible and religion, chaplains, and other denominational employees involved in ministerial and religious formation. Utilizing existing interconnected institutional boards, policies, standards, and procedures, the board seeks to achieve the following objectives in relation to graduate, undergraduate, and other types of ministerial and theological education:

- a. Foster a dynamic theological unity in the world Church.
- b. Sharpen the focus on Seventh-day Adventist message and mission.
- c. Support the spiritual and professional development of faculty involved in ministerial programs.
- d. Promote professional excellence in ministerial training and practice.
- e. Nurture strong collaboration between church leaders, educational institutions, and faculty engaged in the training of ministry.
- f. Energize the spiritual life of Seventh-day Adventist educational institutions through committed faculty.

FE 20 25 Southern Africa-Indian Ocean Division Board of Ministerial and Theological Education—1. *Purpose*—The Southern Africa-Indian Ocean Division Board of Ministerial and Theological Education provides, within - its territories, oversight, supervision, guidance, and coordination to the preparation that Church supported institutions offer to pastors, evangelists, theologians, teachers of Bible and religion, chaplains, and other denominational employees involved in ministerial and religious formation. Working in cooperation with the International Board of Ministerial and Theological Education and educational institutions through interconnected boards, policies, standards, and procedures, this Board seeks to achieve the following objectives in relation to graduate, undergraduate, and other types of ministerial and theological education:

- a. Foster a dynamic theological unity in the world Church.
- b. Sharpen the focus on Seventh-day Adventist message and mission.
- c. Support the spiritual and professional development of faculty involved in ministerial programs.
- d. Promote professional excellence in ministerial training and practice.
- e. Nurture strong collaboration between church leaders, educational institutions, and faculty engaged in the training of ministry.
- f. Energize the spiritual life of Seventh-day Adventist educational institutions through committed faculty.

2. *Composition of the Southern Africa-Indian Ocean Division Board of Ministerial and Theological Education*—a. The members of the Southern Africa-Indian Ocean Division Board of Ministerial and Theological Education shall be designated by the Division Executive Committee at its annual meeting following each regular General Conference Session. The Division nominating committee, in counsel with administration, the Department of Education, and the Ministerial Association, shall nominate the membership of this Board.

b. The Southern Africa-Indian Ocean Division Board of Ministerial and Theological Education shall be composed of the following members, at least three of whom shall be women:

- Division President or designee, Chair
- Division Vice President or Secretary, Vice Chair
- Department of Education Director or Ministerial Association Secretary, Secretary
- Ministerial Association Secretary or Department of Education Director, Associate Secretary
- Division Secretary
- Division Treasurer/ Chief Financial Officer
- Adventist Chaplaincy Ministries Director
- Appropriate representation from union/conference/mission/field leadership
- Appropriate representation from denominationally recognized institutions offering ministerial and theological education programs
- Pastors and front-line denominational employees
- Active laypersons
- Up to two additional members, as selected by the Board.

c. Board members shall hold office for five years.

d. Vacancies on the Board shall be filled by the Division Executive Committee for the unexpired term.

3. *Meetings*—The Board shall hold regularly scheduled meetings at least once each year.

4. *Executive Committee*—The Board may appoint an executive committee to meet as necessary between sessions of the Board and to operate within the powers designated to it by the Board.

5. *Duties of the Board*—a. To establish division-specific goals and objectives of Seventh-day Adventist training for leaders in ministerial and religious formation which are congruent with those established by the International Board of Ministerial and Theological Education.

b. To authorize programs for the development of leaders in ministerial and religious formation as follows:

1) Designate the institution/s in which education for leaders in ministerial and religious formation will be offered.

2) Review and recommend to the International Board of Ministerial and Theological Education new undergraduate and graduate programs designed to prepare leaders in ministerial and religious formation, as proposed by institutional boards where such programs are to be offered.

c. To consult with leaders and faculty of institutions, schools, and departments offering programs for students in pastoral ministry, theology, Bible/religion teaching, and chaplaincy, in order to:

- 1) Provide guidelines for the selection of faculty in such programs.
- 2) Establish requirements for admission of students into these programs.
- 3) Stipulate subjects, in addition to those determined by the International Board of Ministerial and Theological Education, as may meet the Division's specific needs for such students.
- 4) Provide guidance to each institution on the design of the overall curriculum for the training of leaders in ministerial and religious formation.
- 5) Design, in consultation with the field, the internship for each of the areas referenced in paragraph 5 c) above.
- 6) Establish a program of quality assurance and monitor expectations necessary for employment.
- 7) Encourage the employment by denominational entities only of those persons who have completed training conducted by institutions offering programs as outlined by this Board.
- 8) Develop guidelines for the educational development of individuals employed in ministry who have not completed training in denominational institutions.

d. To respond to the recommendation/s received from the institutional search committee for candidates to serve as seminary president, dean of school of theology, or religion/theology department chair. This search committee, appointed on the joint initiative of the institutional head and institutional board chair, shall include adequate representation from the institution, church leadership, and this Board. Final action on filling the vacancy will be taken by the institutional board.

e. To affirm the faculty authorized to teach in these programs through a process of denominational endorsement implemented by this Board, as recommended or authorized by the International Board of Ministerial and Theological Education. This endorsement may be valid for up to five years, as long as the faculty member is teaching in the program for which he/she was endorsed, and it may be renewed.

f. To cooperate with the Accrediting Association of Seventh-day Adventist Schools, Colleges and Universities in conducting accreditation visits to institutions offering degree programs in Bible/religion/theology.

6. *Alternative Procedures*—Divisions wishing to operate under alternative procedures to those described under paragraphs 5 c), 5 d) and 5 e) above may do so provided the following is observed:

a. The alternative procedures lead to the achievement of the same objectives as those of the international and the division boards of Ministerial and Theological Education. See paragraphs 1 a) to 1 f) above for details.

b. The proposed alternative procedures are submitted to and authorized by the International Board of Ministerial and Theological Education before they are implemented.

7. *Right of Appeal*—Any action of the Southern Africa-Indian Ocean Division Board of Ministerial and Theological Education involving a specific institution or program may be appealed by the same in writing within 120 days of notification of such action. Such an appeal may be supported by a representation of no more than three persons before a meeting of the Division Board. The Division Board in closed session shall then render its decision. In extreme and far-reaching decisions, further appeal may be made to the International Board of Ministerial and Theological Education.

FE 20 30 Committee on Seventh-day Adventist Health Professional Education—1. *Purpose*—The General Conference Executive Committee on Seventh-day Adventist Health Professional Education, operating with delegated authority from the General Conference International Board of Education, is responsible for developing standards and guidelines and coordinating the Church's post secondary degree programs for the training of health professionals.

2. *Functions*—This committee shall exercise the following main functions:

a. Establish, recommend, and monitor educational standards in health professional programs such as medicine, nursing, and public health, considering international needs and resources.

b. Evaluate, screen, and endorse, for the International Board of Education, proposed new programs in health professional fields.

c. Assist the Accrediting Association of Seventh-day Adventist Schools, Colleges, and Universities in appointing accrediting teams, which will include health specialists, to conduct evaluations of health professional programs at colleges, universities, and hospitals.

3. *Membership*—a. The membership of this committee shall be appointed by the International Board of Education soon after each regular General Conference Session, with the counsel of the directors of the General Conference departments of Education and Health Ministries.

b. The membership of this committee shall include the following persons:

General Conference Health Ministries Director, Chair

General Conference Health Ministries Associate Director, Vice-chair

General Conference Education Director, Secretary

Deans of Seventh-day Adventist schools of medicine (3)

- Deans or directors of graduate nursing programs (2)
- Deans or directors of graduate programs in other health areas (4)
- Health professional lay members not employed by the Church (2)
- Representation from divisions with large numbers of health profession programs not already represented (Up to 6)
- Invitees:
 - General Conference Associate Health Ministries Directors,
 - General Conference Associate Honorary Health Ministries Directors,
 - General Conference Associate Education Directors

c. Committee members shall hold office until the first Annual Council following the next quinquennial General Conference Session, at which time elections take place.

d. Vacancies on the committee shall be filled by the General Conference Executive Committee for the unexpired term.

4. Meetings—This committee shall meet in conjunction with the first Spring Meeting following General Conference Session and every alternate year thereafter during a quinquennium. Other meetings during the course of the quinquennium will be scheduled as needed.

FE 20 35 Accrediting Association of Seventh-day Adventist Schools, Colleges, and Universities—1. *Purpose*—The Accrediting Association of Seventh-day Adventist Schools, Colleges, and Universities is the denominational accrediting authority for all tertiary and graduate educational programs and institutions owned by Seventh-day Adventist Church entities. It also reviews and endorses the accreditation of secondary schools owned by the Church, as recommended by the Commissions on Accreditation of the divisions (see FE 20 35). The Commission on Accreditation of the Southern Africa-Indian Ocean Division is responsible for the denominational accreditation of primary schools owned by the Church in its territory. The Accrediting Association of Seventh-day Adventist Schools, Colleges, and Universities and the Commissions on Accreditation evaluate the quality of the denominational institutions' programs and their implementation of the Seventh-day Adventist philosophy of education in order to foster the unity and mission of the Church.

2. *Composition of the Accrediting Association*—a. The members of the Accrediting Association of Seventh-day Adventist Schools, Colleges, and Universities shall be designated by the first Annual Council following the General Conference Session, upon recommendation from the General Conference Department of Education. The membership of the Association shall be:

- * General Conference Department of Education Director, Chair

- * General Conference Department of Education Associate Director, Executive Secretary
- *The General Conference Vice Presidential Advisor (s) for Education
- * Treasury Advisor
- *Associate Directors of the General Conference Department of Education
- *The Division Directors of Education (attending as authorized)
 - One college/university board chair
 - One college/university president
 - One college/university academic vice president/dean
 - One college/university registrar or admissions officer
 - One college/university finance officer
 - One college/university dean/department chair of education
 - One union director of department of education
 - One conference/mission/field superintendent/director of department of education
- General Conference Adventist Chaplaincy Ministries Director (or designee)
- Three individuals with international experience in Adventist education
- At least two persons engaged in education not employed by the Church
- Ex officio members:
 - General Conference President
 - General Conference Secretary
 - General Conference Treasurer/ Chief Financial Officer
- Invitees:
 - Adventist Risk Management representative
 - General Conference Auditing Service representative
 - Office of General Counsel representative

b. Vacancies shall be filled by the Accrediting Association of Seventh-day Adventist Schools, Colleges, and Universities for unexpired terms.

3. *Staff*—The director and the associate directors of the General Conference Department of Education serve as the staff of the Accrediting Association of Seventh-day Adventist Schools, Colleges, and Universities.

4. *Procedure*—The staff of the Accrediting Association of Seventh-day Adventist Schools, Colleges, and Universities shall, in consultation with the director of the Southern Africa-Indian Ocean Division Department of Education, appoint a committee responsible for the evaluation of tertiary institutions. This Evaluation Committee shall include a member of the General Conference Department of Education staff. The *Handbook of Accreditation*,

produced by the Accrediting Association of Seventh-day Adventist Schools, Colleges, and Universities, will assist institutions and the Evaluation Committee in accomplishing the purposes of denominational accreditation.

Not later than two months after completing an evaluation visit, the chair of the Evaluation Committee shall submit to the executive secretary of the Adventist Accrediting Association a written report of the visit, accompanied by the Committee's recommendation regarding the terms of (re)accreditation of the institution and its programs. The recommendation may include the requirement of an interim visit or another option. A copy of the Evaluation Committee's report will also be sent to the director of the Southern Africa-Indian Ocean Division Department of Education as well as to the chief administrator and board chair of the institution visited.

The Accrediting Association of Seventh-day Adventist Schools, Colleges, and Universities, at its next meeting, will review and act upon the recommendation received from the Evaluation Committee. The decisions of the Adventist Accrediting Association shall be communicated to the chair of the board of the institution involved, to its chief administrator, and to the director of the Southern Africa-Indian Ocean Division Department of Education. The chairman and the executive secretary of the Accrediting Association of Seventh-day Adventist Schools, Colleges, and Universities shall issue and mail the appropriate certificate of accreditation. Only those institutions holding current denominational accreditation shall be eligible to receive denominational subsidies.

5. *Focused Evaluation Visit*—In addition to the full evaluation and the interim evaluation visits conducted by the Evaluation Committee appointed by the Accrediting Association of Seventh-day Adventist Schools, Colleges, and Universities, the Accrediting Association of Seventh-day Adventist Schools, Colleges, and Universities, in consultation with the director of the Southern Africa-Indian Ocean Division Department of Education may approve an evaluation visit to focus on and respond to any of the following:

- a. An invitation extended by the administration and/or the board of an accredited institution seeking counsel on an issue of institutional concern.
- b. Substantive change in the pattern of governance of the educational institution which negatively affects its operation or the quality of its programs.
- c. The receipt of reliable information, providing evidence of significant institutional non-compliance with accreditation criteria since the last evaluation visit, which leads the Accrediting Association of Seventh-day Adventist Schools, Colleges, and Universities to conclude that a focused evaluation visit is advisable.

In response to paragraphs b) and c) above, the Accrediting Association of Seventh-day Adventist Schools, Colleges, and Universities chair and executive secretary will send a letter of inquiry to the board chair and the chief

administrator of the accredited institution, with a copy to the director of the Southern Africa-Indian Ocean Division Department of Education, outlining the issue at hand and requesting a formal response within 30 days. On the basis of the response received, and in consultation with the director of the Division Department of Education, the Accrediting Association of Seventh-day Adventist Schools, Colleges, and Universities staff will decide whether the answer clears the issue or whether additional information is required and/or a focused evaluation visit is warranted. If the staff agrees to recommend a focused evaluation visit, all members of the Accrediting Association of Seventh-day Adventist Schools, Colleges, and Universities will be contacted and a two-thirds vote of members casting a ballot will be required to proceed with the visit within 60 days of the action. Travel expenses for the focused evaluation visit will be the responsibility of the Accrediting Association of Seventh-day Adventist Schools, Colleges, and Universities. The written report of the focused evaluation visit, with recommendations, will be considered by the Accrediting Association of Seventh-day Adventist Schools, Colleges, and Universities for appropriate action.

6. *Meetings*—a. The Accrediting Association of Seventh-day Adventist Schools, Colleges, and Universities shall hold regularly scheduled meetings at least once a year. A quorum shall consist of eight members of the Association.

b. The Association may invite consultants to attend as deemed necessary.

c. The Executive Adventist Accrediting Committee of the Association shall consist of those members marked by an asterisk in paragraph 2 a) above. It shall meet as necessary between the sessions of the Association and shall operate within the powers delegated to it by the Association.

7. *Appeals*—Any action of the Accrediting Association of Seventh-day Adventist Schools, Colleges, and Universities involving a specific institution may be appealed by the same in writing within 90 days of notification of such action, following the procedure outlined in the *Handbook of Accreditation*.

8. *Reports*—All denominationally operated secondary and post-secondary institutions accredited by the Accrediting Association of Seventh-day Adventist Schools, Colleges, and Universities shall be listed in the yearly edition of the *World Report of Seventh-day Adventist Education* and the *Seventh-day Adventist Yearbook*, and publicized through other means.

9. *Budget*—The General Conference shall annually appropriate to the Accrediting Association of Seventh-day Adventist Schools, Colleges, and Universities the funds necessary to carry out the denominational accreditation process.

FE 20 40 Commissions on Accreditation—The membership of the Southern Africa-Indian Ocean Division Commission on Accreditation shall be nominated by the Division Education Department, appointed by the Division

Executive Committee, and endorsed by the Accrediting Association of Seventh-day Adventist Schools, Colleges, and Universities. The director and associate directors of the General Conference Department of Education shall be ex officio members of the Southern Africa-Indian Ocean Division Commission on Accreditation.

1. Membership of the Division Commission on Accreditation shall be in two groups as follows:

a. Group A—to be appointed to serve a five-year term corresponding to General Conference sessions:

- Division President, Chair
- Division Education Director, Secretary
- Division Secretary
- Division Vice Presidents
- Division Treasurer/ Chief Financial Officer
- Division Field Secretary
- Division Health Ministries Director

b. Group B—to be appointed to serve on a rotation basis:

- Two SID tertiary institution vice-chancellors
- A secondary school principal/headmaster
- An elementary school principal/headmaster
- A union president
- A union director of education
- A tertiary academic dean
- A tertiary business manager
- A tertiary teacher
- A secondary school teacher
- Two laypersons

Replacements shall be recommended by the Division Education Department to the Division Executive Committee.

2. The general functions and duties of the Commission shall include the following:

a. To establish guidelines for the denominational accreditation of secondary and primary schools, pre-schools, and early childhood education centers owned and operated by the Seventh-day Adventist Church, and the programs in their territory, including criteria and procedures for evaluation visits. These guidelines, criteria, and procedures shall become operational once they have been reviewed and approved by the Accrediting Association of Seventh-day Adventist Schools, Colleges, and Universities.

b. To appoint survey, evaluation, and inspection committees, as may be needed. Travel expenses shall be covered by the employing organization and entertainment by the institution visited. In special cases, the Commission on Accreditation shall make the necessary arrangements.

c. To forward to the executive secretary of the Accrediting Association of Seventh-day Adventist Schools, Colleges, and Universities the names of the secondary schools recommended by the Commission on Accreditation for (re)accreditation, along with the respective accreditation terms.

d. To periodically reevaluate the quality and effectiveness of existing institutions and programs.

e. To utilize the “AAA” or “Adventist Accrediting Association” name and logo as approved by the Accrediting Association of Seventh-day Adventist Schools, Colleges, and Universities.

FE 20 45 Nondenominational Accreditation—1. Officialization by an agency, bureau, or department of government shall be undertaken only with the approval of the Division upon recommendation of the union conference or mission in which the school is located.

2. Accreditation by nongovernmental agencies or organizations shall be sought only with the approval of the union conference or mission/field in which the school is located, upon recommendation of the board of control of the school, or as Division policies may direct.

FE 20 50 Affiliation Procedures—When an affiliation between two Seventh-day Adventist tertiary institutions is being established, the following procedure shall be implemented:

1. Upon authorization of their respective boards of trustees, two tertiary institutions establishing an affiliation should request their respective division boards of education and/or commissions on accreditation (in the case of General Conference institutions, the General Conference International Board of Education) to approve the affiliation.

2. If the division boards of education and/or commissions on accreditation recommend the affiliation, the affiliating institution will forward one signed affiliation document to the General Conference International Board of Education for approval.

3. The General Conference International Board of Education will review:

- a. The substantiated needs of the affiliated institution.
- b. The impact of the agreement on the affiliating institution.
- c. The impact of the affiliation in relation to the current world needs in tertiary education.

4. In preparing the affiliation document, the two institutions concerned should consider the following and incorporate them into an affiliation contract:

- a. The needs of the affiliated institution.
- b. An outline of the program/s to be established.
- c. Service to be received/rendered by both institutions.
- d. Responsibilities of each institution and other parties concerned.
- e. Financial commitments of all the parties involved in the affiliation.

FE 20 55 Division Board of Education—1. *Purpose*—The Southern Africa-Indian Ocean Division Executive Committee shall appoint a Division Board of Education to coordinate the denominational activities and programs conducted in its territory. (If convenient, divisions may appoint two boards of education—one for the elementary and secondary levels and another for the post-secondary level.) The Division Board of Education shall report to the Division Executive Committee and, on post-secondary matters as specified by policy, to the General Conference International Board of Education.

2. *Membership*—The membership of this Board shall be:

Division President, (or his designee), Chair

Division Education Director, Secretary

Division Secretary

Division Treasurer/ Chief Financial Officer

Division Field Secretary

Division Youth Director

Division Health Ministries Director

Division ADRA Director

Division Ministerial Association Secretary

AUA Vice-chancellor

Two vice-chancellors of SID union tertiary institutions on an annual rotation basis

The President of an SDA university from outside the division territory

Union Presidents

Union Education Directors

Three laypersons to serve biennially on a rotating basis, to be selected as follows:

English-speaking unions—1

French-speaking unions—1

Portuguese-speaking unions—1

3. *Meetings*—This Board shall meet in full session at least once each year. Meetings of the executive committee of the Board may be called on authorization of the Division Executive Committee. A quorum shall be five members, including the chair.

4. *Functions*—The functions of the Division Board of Education shall be in harmony with the educational policies of the International Board of Education and shall include the following:

a. To develop plans, guidelines, policies, standards, and practices for all the educational institutions, programs, and activities in their territories.

b. To advise Division leadership in the development of the educational budget.

c. To approve the establishment of new and the closure of existing educational institutions, and the upgrading of schools in their territories.

d. To coordinate the selection and development of text-books, manuals, guides, and other publications as needed.

FE 20 60 The Union Board of Education—1. In every union there shall be organized a union board of education, appointed by the Union Executive Committee.

2. This board shall be made up of the following members:

Union President, (or his designee), Chair

Union Director of Education, Secretary

Union Secretary

Union Treasurer/ Chief Financial Officer

Conference/Mission/Field Education Directors

Members of the union executive committee

Representation from the principals of senior secondary schools

Members of the Division Board of Education who are present

President, academic dean, and directors of elementary and secondary teacher education of the senior college serving the union.

Two laypersons to serve biennially on a rotating basis

3. The board shall have regular times of meeting, at least one meeting a year.

4. The functions and responsibilities of the union board of education shall be as follows:

a. To act as an advisory committee for the union committee on all types of educational problems, policies, standards, and practices.

b. To advise union leadership in the development of the educational budget.

c. To authorize the teaching of secondary subjects in intermediate schools and junior and senior unaccredited academies.

5. Actions of the union board of education, before becoming operative, shall be approved by the union committee.

6. In order to be valid, the actions, policies, and standards adopted by the union board of education must be in harmony with the educational policies of the General Conference.

7. The board of any primary or secondary school may, through its chair make recommendations to the union or conference/mission/field regarding the employment, transfer, or assignment of teachers. However, in all cases, the final decision shall rest with the union or conference/mission/field executive committee.

FE 20 65 Home and Parent Education—The promoting and fostering of home and parent education shall be a regular part of the work of the departments of education at the General Conference, union, and local

conference/mission/field levels. Classes in home and parent education shall be conducted in the churches; and Home and School institutes, in the conferences/missions/fields.

FE 25 Establishing New or Elevating Existing Secondary Schools, Colleges and Universities

In order to coordinate the denomination's educational effort, and to avoid misunderstandings, plans to establish new or expand existing schools shall not be implemented or publicized prior to final approval by the appropriate governing bodies.

FE 25 05 Colleges and Universities—The recommendation of the General Conference Department of Education and the approval of the Division and General Conference committees, through their respective boards of education, shall be required for locating and establishing new educational institutions or raising to a higher educational level all denominationally operated junior colleges, colleges or universities.

Divisions desiring to establish a college or university, or to elevate an existing school to advanced status, shall appoint a survey committee to make an on-site study of the proposal. This survey committee shall include representation from the General Conference Department of Education. Requests to the General Conference Department of Education for authorization to establish a college or university, or to elevate an existing school to advanced status, shall be accompanied by a report from the survey committee and shall include a description of the purposes of the proposed educational institution, the constituency it is to serve, and the plans for financing and staffing. When the request is for a proposed change in organization or function of an established college, the projected changes should be clearly indicated in the inspection report along with present and projected scholastic levels expected of students attending the school.

Recommendation to the General Conference or Division boards of education by the General Conference Department of Education for approval of the request to establish or upgrade an existing educational institution shall, if granted, constitute permission to operate within the described limitations for a two-year probationary period. During the school year immediately following the two-year probationary period the administrative officers of the university, college or secondary school shall make application through channels for accreditation and/or approval by the General Conference Accrediting Association of Seventh-day Adventist Schools, Colleges, and Universities.

FE 25 10 Secondary Schools—The approval of the Division Executive Committee is required for the founding of secondary schools, the elevation of a junior academy or high school to a senior academy or high school status, or the

reorganization of a day school to a residence operation. The following procedure shall be followed:

1. A local conference or mission/field wishing to open a new secondary school or to elevate an elementary school or junior academy to the status of an academy or high school or to make a boarding school from an existing day school shall make application to the union conference or mission department of education with supporting data indicating the present and projected enrollment, the educational program proposed, the housing currently available and projected, the adequacy of financial support available, and such other data as may be called for in the application.

2. Union conference/mission approval shall be granted only after the conference/mission/field has satisfied the union board of education and the union committee that the proposed new school shall, within two years, satisfy the requirements of the minimum standards currently voted by the General Conference Accrediting Association of Seventh-day Adventist Schools, Colleges, and Universities for schools of the level for which the application is being made.

3. Upon approval of the conference/mission/field application for a new or existing school's elevation to academy or high school status by the union conference/mission committee, the application with supporting documents and official request for the appointment of a survey committee shall be forwarded to the Division. The survey committee will conduct an on-the-spot inspection to determine the advisability of accepting or deferring action on the application.

4. The Division Executive Committee, in counsel with its department of education, will appoint an inspection committee, including the Division director of education, representation from the General Conference Department of Education whenever possible, the director of the department of education of the union conference/mission initiating the request, a representative of the administrative staff of the nearest Seventh-day Adventist college or university, and the president and superintendent of education of the conference/mission/field initiating the application.

5. After convening at the site of the proposed new or altered secondary school, the survey committee will forward the results of their study and recommendations to the Division Department of Education. After consideration by the Division Department of Education, an official departmental recommendation for disposal of the application to establish or elevate a school will be forwarded to the Division Executive Committee for final action and notification of the conference/mission/field originating the application.

6. Approval of the application to operate an academy or a high school, if given, shall be for a two-year probationary period. A junior academy applying

for permission to offer eleventh grade (or equivalent) must be offering twelfth grade within a two-year period. At the end of the two-year probationary period, application must be made for accreditation and recognition by the General Conference Accrediting Association of Seventh-day Adventist Schools, Colleges, and Universities through the Division Commission on Secondary Education.

FE 25 15 Joint Operation of Secondary Schools—In the joint operation of academies and/or secondary schools where more than one conference/mission/field within a union elects to operate an academy, the following policy shall apply:

1. Joint operation of secondary schools by conferences/missions/fields shall be only by authorization of the Division Executive Committee. Application for a joint operation should be channeled through the Division Department of Education to the Division Executive Committee.

2. Such joint operation will be based on a carefully worded, well-understood, written plan approved by each of the participating organizations.

3. A single operating board should function as in any academy. Membership of the board should be constituted by the number of representatives mutually agreed upon by each organization participating in the operation. The chair and vice chair shall be determined by the union committee.

4. Operating subsidies, capital improvement assessments, and all other financial assessments shall be distributed according to the previously agreed upon basis, such as according to membership or tithe income of each organization.

5. Conference/mission/field superintendents of education for each organization, with the union director of education, will by virtue of their office be members of the joint operating board. Relations with the union will be the same as if operated by a single conference/mission/field.

FE 30 Schools of Nursing

FE 30 05 Organization and Administration—1. Nursing education is one of the delegated functions of the board of the educational or medical institution concerned. The initiation of a nursing school, the pattern on which it is to develop, the standards on which it will be conducted, major changes in the plan of instruction, employment of the leading personnel, approval of its financial policies and its budgets, are all matters of direct concern to the board and will be dealt with only on board approval. Such schools must satisfy the minimum set of standards established by the General Conference Accrediting Association of Seventh-day Adventist Schools, Colleges, and Universities.

2. Once the nursing school is established, student admissions, matters of educational and instructional procedure, curriculum content, class schedules, graduation, and work hours of students are matters under the administration of the faculty.

3. All schools of nursing should operate on a budget, which will appear as part of the general budget of the college or hospital concerned.

FE 30 10 Collegiate Schools of Nursing—Collegiate schools of nursing are under the direction of the educational institutions of which they are a part. Administration of that portion of the collegiate school's activities accomplished in the hospital will be the joint responsibility of the college and the hospital and will be conducted in harmony with the administrative policies of the institution.

FE 30 15 Non-collegiate Schools of Nursing—1. The non-collegiate school of nursing, while a function of and operated by the hospital concerned, is also an educational unit operated as such under policies set up by the general board of the hospital.

2. Such a school of nursing is under the administration of a dean or director assisted and counseled by a faculty which includes, besides the officers of the school of nursing, the medical director or the administrator or business manager of the hospital, the director of nursing instruction, lecturers and instructors in nursing subjects, preceptress, supervisors, and other personnel directly associated with the teaching of nurses. These, too, may apply for accreditation with the General Conference Accrediting Association of Seventh-day Adventist Schools, Colleges, and Universities.

FE 35 Denominationally Operated Schools

FE 35 05 Church Schools—This type of school shall be developed and operated by a church or group of churches on the following basis:

a. It shall be financed wholly by the local church or churches which it serves and by the conference/mission/field in which the school is located.

b. It shall be governed and operated by a board constituted according to policy and in harmony with church standards and denominational policy, under the guidance of the union and conference/mission/field education departments.

c. A school of this category is operated primarily for the benefit of children and youth of the denomination and should not have more than 25 percent of its pupils enrolled from non-Seventh-day Adventist homes.

FE 35 10 Community Church School—This category of school shall be operated primarily as an evangelizing agency for the purpose of providing Christian education to the children of the community and of church members. It shall be a joint venture by the church and the community, supported by both, with the operation of the school under the direction of the church. Such a

school shall be under the control of the church and staffed by Seventh-day Adventist teachers, implementing the ideals and policies of the church.

FE 35 15 Grant-Aided School—This category of school is supported by government grant and operated under church management. Within the framework of government regulations the greatest possible Adventist influence shall be exerted. Church control over the admission and dismissal of students and the selection of staff shall be retained. Further details are available from the Southern Africa-Indian Ocean Division Department of Education.

FE 35 20 Schools as Missionary Agencies—In some areas, denominational schools are used as missionary agencies in communities that may otherwise be closed to our work. The establishment of such a school is a legitimate function of our educational work as long as it can make a contribution to the evangelistic program of the church. From time to time, thorough study should be made of the work of this category of school in order to determine whether, in reality, it is still serving as an evangelizing agency or is fulfilling the objectives of Christian education. If neither of these purposes is realized, the operation of such a school should be discontinued.

FE 35 25 Home School or Directed Home Study—This school shall be developed by a union, conference/mission/field, or institution where necessary for the sake of international staff. The organization operating such a school shall be responsible to set up a governing board with the advice of the organization education director.

For such a school, the following arrangement for teacher remuneration shall apply: One to two students, the teacher shall receive one quarter of a full salary at 90 percent; three to five students, the teacher shall receive one half of a full salary; over five students, the teacher shall receive a full salary. These arrangements shall be reviewable by the Division Executive Committee.

FE 40 Relationship of Griggs University and International Academy to Other Schools

Secondary schools and colleges shall accept the credits of Griggs University and International Academy as of comparable academic value to credits earned in the regular classroom. In bulletins and other publicity mediums, denominational schools should avoid statements that could be interpreted by students as being unfavorable to correspondence work given by the Griggs University and International Academy.

Griggs University and International Academy may refuse to enroll any student already enrolled in academy or college classes if application is made without a statement from the academy principal or college registrar indicating that the student had arranged to carry such work during the current school year. It shall hold all secondary school students who enroll during the summer

to one unit of work, and urge the student to complete the unit before the beginning of the school year.

FE 45 Bible Teachers

The evangelistic and pastoral functions of classroom Bible teaching are recognized as vital and integral parts of the Seventh-day Adventist ministry. In recognition of the importance of Bible teaching the following has been adopted:

1. Classroom Bible teaching is recognized as requiring particular abilities and professional training, and college students who give evidence of potential ability as Bible teachers are encouraged to add such training into the regular preparation for a place in the ministry.

2. The Division Education Advisory Committee shall set the standards for Bible teaching on various levels of instruction.

3. Committees responsible for granting licences should consider granting a ministerial licence to beginning Bible teachers who have had professional training for Bible teaching or the ministry.

4. Prospective secondary Bible teachers should spend some time in the pastoral-evangelistic ministry before the beginning of, or concurrently with, their work in the classroom.

5. Beginning Bible teachers should have the opportunity of an apprenticeship in the classroom under the supervision of experienced instructors.

6. Conference/mission/field administrations and controlling boards of institutions should foster the Bible teachers' growth by arranging for them to obtain experience in public evangelistic soul winning, either in connection with their work or during school vacation periods.

7. Bible teachers who meet the criteria for ordination and have given clear evidence of their call as ministers in public evangelistic soul winning and in their influence and counseling on the campus and in the classroom should be regarded as candidates for ordination.

FE 50 Admittance of Children to Church Schools

FE 50 05 Adventist Students—In view of the fact that Seventh-day Adventist schools function primarily for the benefit of the children and youth of the denomination, unwearied effort should be made by all employees to lead our young people to attend our schools.

FE 50 10 Non-Adventist Students—Church schools should exercise extreme care to admit only those non-Adventist students who will fit into the school program and who can benefit from it. No non-Adventist students should

be admitted from other schools without first receiving cumulative and/or scholastic records and character references.

In the primary and intermediate schools the enrolment of non-Adventist children should be limited in order to safeguard the interests of our own children. In the secondary schools the attendance of non-Adventist youth should be limited to approximately 20 percent of the enrolment, and in the professional training courses only members of the church should be admitted, except by specific action of the board of management of the school.

This restriction does not apply in the case of denominational schools which have been established for the special purpose of breaking down prejudice and serving as evangelizing agencies in the opening up of new areas.

FE 50 15 Solicitation of Students—Educational institutions shall confine their solicitation of students to the territory of the organization controlling such institutions, unless authorization for wider solicitation has been granted by the Division Executive Committee.

FE 55 Affiliation with Other School Systems

No Seventh-day Adventist school should effect any affiliation for course work with a non-Adventist school system (elementary, junior high, or senior high school) until approval has been obtained from the union board of education.

FE 60 Preschool Education

The Seventh-day Adventist Church believes that every child should receive home education with parental instruction wherever possible and as long as possible prior to enrollment in the formal school program. However, trends in government educational planning indicate the approach of compulsory preschool education. The General Conference Department of Education shall make the following provision for the development of a program of kindergarten education (one year before the first grade) where such early preschool education is required or where deemed necessary.

FE 60 05 Kindergarten—1. When a conference/mission/field-authorized program of preschool kindergarten education is adopted, it shall become an integral part of the department of education of the conference/mission/field, and shall be fostered, controlled, and financed in the same way as the regular elementary education program.

2. Guidance personnel and teachers in college and university education departments shall encourage suitable individuals to qualify as kindergarten teachers.

3. The Department of Education will establish standards for kindergarten facilities, equipment, and the instruction to be given.

4. Standards of certification for kindergarten teachers will be established by the Department of Education.

FE 60 10 Nurseries and Day-Care Centers—Day-care centers and/or nurseries may be provided where desirable. These should be established in consultation with the Department of Education and staffed by trained personnel who will emphasize spiritual and moral values. The Department of Education shall prepare syllabi to include material from Ellen G White's writings on child care and development.

FE 65 Teachers—Employment Conditions of Elementary/Primary School or Junior Secondary School

1. The employment, assignment, and transfer of teachers shall be by action of the conference/mission/field committee upon recommendation of the conference/mission/field educational committee in counsel with local school boards.

2. An elementary/primary school or junior secondary teacher with a regular teaching certificate shall be placed on an internship/probation for a minimum of two years, or as may be required by local government regulations, and if successful, shall be granted regular denominational employment status.

3. Teachers' salaries shall be in harmony with the denominational wage scale, with annual increments in salary in accordance with the wage schedule for teachers until the maximum is reached.

4. Regular allowances such as rent subsidy, medical, etc., shall be granted to teachers.

5. Arrangements shall be made for teachers who desire denominational work during the summer to be employed on a regular twelve-month basis. (The regular annual period of employment for the church school teacher shall be not less than forty weeks, at least two weeks being used by the teacher in visiting the parents and children of the church in the interest of promoting Christian education.)

6. The local churches are to share in the expense of this program as set forth in paragraphs 3, 4, and 5 above, as may be agreed upon within the union or conference/mission/field.

7. Conferences/missions/fields shall unite with churches in bringing schools, buildings and equipment up to denominational standards as rapidly as possible.

FE 70 Administrators and Teaching Staff—Employment in Colleges and Universities

FE 70 05 Procedures in College and University Personnel Appointments—1. Appointment of a president is made as follows, unless mandated otherwise by the laws of the country:

a. The board shall appoint a search committee which includes representation from faculty, administration, and constituency of the institution. The board chair or designee shall serve as chair of the search committee.

b. The search committee shall, after wide study and interviews, submit to the board a list of more than one name.

c. The board shall make the final selection and appointment.

2. Appointment of administrative officers, vice presidents, deans, and departmental chairs shall be made by the board upon the recommendation of the president. Before making the recommendation, the president shall consult with representatives of personnel affected by the appointment, and with the chair of the board.

3. Appointment and promotion of faculty shall be made by the board upon the recommendation of the president. Before making the recommendation, the president shall consult with the respective vice president, dean, departmental chair, and other appropriate personnel, including the chair of the board.

4. *Restrictions on Tenure and Continuous Appointment, Seventh-day Adventist Colleges and Universities*—Subject to applicable civil laws and regulations, in keeping with the aim and mission of Seventh-day Adventist education, tenure or continuous appointment of faculty shall be limited to members of the Seventh-day Adventist Church in regular standing, who meet the institutional qualifications.

FE 70 10 Terms of Employment—Each institution shall adopt terms of employment for employees based on the principles outlined in this policy. In the preparation of terms of employment, laws of the countries where the institutions are located, which address the same employment issues, shall be honored. However, in all cases, such terms of employment shall be in harmony with the fundamental beliefs of the Seventh-day Adventist Church. New teaching staff, approved by the board of the institution, shall be advised by the president (or vice president or dean of the school) regarding all conditions of employment. They shall, upon appointment, receive the institution's employee handbook and acknowledge receipt of the same.

A member of the teaching staff who intends to withdraw from the institution shall give written notice of that intention to the president at least three months before the end of the last school year in which the teacher intends to serve.

If the board, after being advised by the president, decides not to reappoint a full-time member of the teaching staff, the president shall notify him/her in writing at least three months before the end of the school year unless the decision is based on grounds outlined under FE 70 15.

FE 70 15 Separation—An administrator or a member of the teaching staff may be separated from the institution by the board for inexcusable inefficiency or neglect of duty, for financial exigency, for misconduct, or for repudiation or defiance or subversion of the standards and the teachings of the Seventh-day Adventist Church as set forth in the statement of fundamental beliefs in the *Seventh-day Adventist Yearbook*.

When the president, with the endorsement of the board, has decided to discontinue the employment of an administrator or a member of the teaching staff, he/she shall follow the procedures which apply within the institution or the Division. If the discontinued employee disagrees with the separation decision, he/she may seek redress under the grievance procedures applicable in the institution or Division.

An administrator or a member of the teaching staff who is relieved of his/her employment with the institution for reasons not involving neglect of duty, inexcusable inefficiency, misconduct, or repudiation or defiance or subversion of the standards and fundamental beliefs of the Seventh-day Adventist Church, shall receive a severance allowance as set by his/her employing organization or Division.

FE 75 In-Service Development Policy

1. The General Conference looks with favor upon the development of plans to give assistance to educational institutions in overseas divisions which undertake to send teachers or school administrators to another division for teaching or for a combination of teaching and further study on a short-term basis.

a. A married teacher or school administrator sent to another division under the provisions of this policy shall be accompanied by his/her spouse.

b. The travel expenses of the spouse shall be paid on the same basis as that of the teacher or administrator.

c. The question as to whether children are to accompany their parents at denominational expense shall be negotiated by the division and the General Conference in each case.

2. Contractual arrangements shall be made in each case obligating the teacher or administrator to return to his/her own field to continue service.

3. The sending division (including the institution involved) shall bear two-thirds and the General Conference one-third of the transportation expenses, while the receiving institution shall provide full or partial salary according to

the services rendered.

4. The respective overseas divisions shall be authorized to select teachers or administrators who are considered eligible to come under the provisions of this policy and shall then refer their names to the General Conference Department of Education for negotiation and placement, with final arrangements being approved by the General Conference.

FE 80 In-Service Training Assistance

1. Each division is encouraged to develop an in-service training policy to assist teachers in graduate study programs. This policy should determine the basic degree the teacher is expected to secure at personal expense and the level of graduate work on which assistance may be granted by sponsoring organizations. It should also provide for the amortization of such assistance.

2. It is recommended that when teachers are granted assistance for graduate work on a part-time basis or during a break in the school program such as during summers the assistance be amortized by the following year of service.

If the teacher leaves the employ of the sponsoring institution the unamortized expense shall be the obligation of the teacher or a calling organization.

3. A teacher who is approved for leave of absence for graduate study may receive as a maximum allowance, for which in all cases a written contract shall be entered into, an amount covering expenses allowed by division policy.

4. For such a teacher, a graduate study expense account shall be set up, in which shall be included all assistance given toward the graduate program, less any grants-in-aid allowance passed on to the sponsoring institution by the teacher.

5. Assistance granted teachers under this plan is amortized by service to the sponsoring institution in harmony with the policies of the division and the contract entered into between the institution and the teacher. If the teacher leaves the employ of the sponsoring institution the unamortized expense shall be the obligation of the teacher or a calling organization.

6. In case of an inter-division call the college may waive the unamortized portion of the obligation.

7. A faculty member who, during a leave of absence, receives from non-denominational sources a scholarship, fellowship, or grant-in-aid covering a full program of graduate study and whose stipend is greater than regular full salary, shall return to the college a sum equal to regular full salary and in turn continue to receive from the college a regular full salary as if teaching on the college campus. Health care assistance is granted for the period involved. Denominational service credit shall be granted during this time provided the

teacher returns immediately to denominational service. A teacher in this case would have a service obligation but not a financial obligation to the institution.

8. If the stipend is less than regular full salary, the faculty member shall return to the college an amount equivalent to the stipend received and in return receive from the college the regular full salary which would be allowed for a full program of teaching, including medical benefits. Denominational service credit shall be granted during this time provided the teacher returns immediately to denominational service.

9. Professional nurses, dietitians, and other properly qualified specialists who are approved by their respective boards for leave of absence for advanced study beyond the basic course or postgraduate study, shall be dealt with according to the provisions outlined above.

FE 85 Extension Schools

1. The schedule of overseas Extension Schools will be developed by the General Conference standing Education Committee in consultation with the divisions and Andrews and Loma Linda Universities. Approval for overseas Extension Schools is voted by the Annual Council. Seminary Extension Schools are to be conducted in the overseas divisions on a rotating basis as approved.

2. Financial arrangements for overseas Extension Schools are as follows:

- a. The university will bear the travel expense for its representative.
- b. When a teacher is assigned from the General Conference staff, the General Conference will bear the travel expense for its representative.
- c. When a second teacher from the university is needed, and/or a teacher from within the division, the division will bear the travel expense.
- d. The division where the Extension School is held will care for the entertainment of the teachers while they are in the field.

3. Overseas Extension Schools are planned and organized as follows:

- a. The university granting scholastic credit will appoint the academic director.
- b. Two years in advance of the scheduled Extension School the division should, in consultation with the university, appoint a local director for the Extension School. The local director will care for items such as housing, transportation, correspondence with students who are approved to attend, etc.
- c. At least 18 months before the beginning of the Extension School:
 - 1) The division shall decide the place where the Extension School will be held.
 - 2) The university, in consultation with the division, shall fix the exact dates and appoint teachers for courses the Extension School will offer.
- d. At least one year before the beginning of the Extension School the

division shall make a policy decision as to:

- 1) Attendance.
- 2) Allowances and perquisites that those attending will receive, and the policy for amortization, if any.

e. At least six months before the beginning of the Extension School the division shall select the individuals who will attend:

- 1) As far as possible those chosen to attend should have proper educational qualifications.
- 2) An adequate number of younger employees should be chosen as they will have a longer period of time to benefit from the instruction received.
- 3) If undergraduates are among the employees authorized to attend the Extension School, arrangements will be made by the local director with the division college for the granting of scholastic credit.

f. The academic director and the local director of the Extension School will provide the copy for a brochure giving details as to time, place, transportation, perquisites, credits, etc. This brochure will be printed by the division and circulated to the prospective students in advance of the holding of the school.

g. The syllabi for the courses are to be provided by the teachers to the local director of the Extension School at least three months before the beginning of the school. These should be duplicated and ready at least three weeks before the beginning of the Extension School.

4. In the case of Seminary Extension Schools:

a. The length of the Extension Schools normally will be 8 weeks, but under special conditions they may be reduced to 5 or 6 weeks. In the latter case, two teachers would be adequate for the school, inasmuch as in that period of time fewer courses could be taught than in the 8-week schools.

b. When the short term of 5 or 6 weeks is used, the schools in the divisions will be arranged in tandem, so that one teacher can conduct a 5- or 6-week Extension School, followed immediately by a 5- or 6-week Extension School in the same or another division, thus enabling the university teacher to cover two schools in one 3-month period.

FE 90 Inter-school Sports

FE 90 05 Rationale—The Seventh-day Adventist Church is opposed to inter-school league play (commonly known as varsity athletics) in its educational system. The major rationale for this is:

1. The inherent hazards of competitive rivalry have the potential to be exaggerated in inter-organizational events.

2. The commitments of time, personnel, and finances are usually disproportionate to the number of individuals able to participate.

FE 90 10 Conclusions—1. Christians should function with the highest of motives in their quest for athletic excellence.

2. Occasional friendship games or matches involving institutions at joint social gatherings are not classified as inter-mural or inter-school athletics.

3. All people have talents—some more, some less. God expects faithfulness in service regardless of talents or pay (Matt 20:1-16). Even though talents are distributed differently, God expects individuals to develop what they have to the best of their ability; and they will be given responsibility according to their faithfulness. The scriptures remind us, “Whatever you are doing, put your whole heart into it, as if you were doing it for the Lord and not for men, knowing that there is a Master who will give you your heritage as a reward for your service” (Col 3:23, NEB).

FE 95 Educational Tours Abroad

FE 90 05 Notification of Sponsored Tours—Denominational educational institutions that organize interdivision tours are requested to notify the secretaries of their base division and the division to be visited as a courtesy to provide tour information including details of the tour such as the sponsoring organization, tour director/directors, size of the group, itinerary, and denominational entities to be visited, if any.

FE 90 10 Requirements for Sponsored Tours—Each denominational educational institution that organizes a tour shall take steps to provide adequate levels of personal liability, medical, injury, and accident insurance coverage for the participants and/or have appropriate assumption of the risk and indemnity agreements signed by participants. Such forms are available from Adventist Risk Management.

FE 90 15 Reporting Sensitivity—Due to the nature of sensitivities that may be involved in the country that a tour group visits, the group’s leaders and participants should exercise caution in what information is reported about the group’s activities, matters related to the work of the church, and the politics of the visited country.

FE 90 20 Personal Responsibility for Expenses—Groups and individuals should be advised of their personal responsibility for expenses incurred while visiting denominational organizations and personnel. Groups or individuals should not expect denominational organizations, their employees, or members to provide room and board or other services free of charge.

FE 100 Public Campus Ministry

FE 100 05 Objectives—The Department of Education collaborates with Adventist Chaplaincy Ministries and the Youth Department in providing

support to Seventh-day Adventists who, for a variety of reasons, attend public colleges and universities around the world. Working under the supervision of a General Conference appointed committee on Adventist Ministry to College and University Students (AMiCUS) and in coordination with the world divisions, these three departments promote and support initiatives designed to meet the spiritual, intellectual, and social needs of Adventist students on public campuses worldwide. In cooperation with leaders of the Southern Africa-Indian Ocean Division, the committee aims to achieve these objectives by strengthening the faith commitment of these students to Seventh-day Adventist beliefs and mission, providing opportunities for Christian fellowship, preparing students to deal with the intellectual challenges that arise in a secular environment, developing their leadership abilities, and training them for outreach, service, and witnessing on the campus, in the community, and in the world at large.

The AMiCUS Committee cooperates with the Adventist Volunteer Center and Global Mission by encouraging the involvement of these Adventist students as missionaries or volunteers. It also engages the support of the Public Affairs and Religious Liberty Department in order to obtain, at the regional or national level, Sabbath exemptions for class assignments and examinations for Seventh-day Adventist students.

FE 100 10 Responsibilities—The AMiCUS Committee provides overall supervision and coordination of this global ministry and, in consultation with leaders of the Southern Africa-Indian Ocean Division, promotes initiatives designed to:

1. Organize associations of Adventist students in public campuses and hold special meetings for them.
2. Publish and distribute *College and University Dialogue*, a *Handbook*, and other materials that support this ministry.
3. Train campus chaplains, lay leaders, and pastors in university centers.

The committee also develops an annual budget to carry out its international ministry.

The Department of Education at the General Conference focuses on producing *Dialogue* in parallel language editions (English, French, Portuguese, and Spanish) and distributing this journal on the basis of orders received through the world divisions. The Department of Education also promotes the value of Seventh-day Adventist education, encouraging these students to continue their studies at a Seventh-day Adventist college or university, where possible, and to make their professional services available to church institutions once they complete their studies.

FE 100 15 Role of the Division—The Southern Africa-Indian Ocean Division shall assign to one or two qualified department directors the responsibility of leading in the ministry to Adventist students on public college

and university campuses, with support from the General Conference AMiCUS Committee and in coordination with union leaders in their territory. This ministry seeks to:

1. Foster the organization and activities of Adventist student associations in public campuses and to maintain a current list of them.
2. Hold regional meetings for these students.
3. Budget funds for the free distribution of *Dialogue* and other needed materials.
4. Offer specialized training for campus chaplains, lay leaders, and pastors in university centers.
5. Train students for outreach, service, and evangelism on their campuses, their communities, and beyond.
6. Promote the involvement of Seventh-day Adventist university professors and other professionals as mentors in this ministry.
7. Connect these students with Seventh-day Adventist colleges and universities as potential transfer students where possible, and eventually as faculty members.
8. Assist local leaders in establishing and maintaining good relations with administrators of public colleges and universities in which Seventh-day Adventists are students.
9. Engage the services of the Public Affairs and Religious Liberty Department in preventing or solving Sabbath observance issues related to Seventh-day Adventist students on public campuses.
10. Provide coordination and guidance for this ministry to their counterparts in the unions and local fields, as well as periodic assessment.

FE 105 Teachers' Institutes

To foster spiritual and professional growth of teachers, wherever possible, teachers' institutes shall be held in each local conference/mission/field or union annually and all teachers shall be required to attend. The union and conference/mission/field may share the cost of these institutes.

FE 110 Investment in Advanced Training for Employees

1. Where an institution makes an investment in a member of its staff to the extent of at least providing salary for one year's leave of absence, such employee, if he/she is the head of a department, cannot be called to another position within five years. A teacher cannot be called within three years, except by agreement with the institution involved. However, calls to another institution of like character, involving promotion to department head or principal may be placed at any time, subject to the usual limitations governing

the transfer of employees. Where employees, in whom such investment has been made, are transferred within the respective time limits, the calling organization shall reimburse the institution which has made the investment for the expense involved according to the provisions of policy.

2. Where an organization other than an institution has made a similar financial investment in an employee in order to enable such employee to obtain advanced training, thus preparing him/her for larger service in the organization, should the employee be transferred from the organization within five years following his/her training, the calling organization or institution shall reimburse the organization which has made the investment for the expense according to the provisions of policy.

3. All candidates for advanced study at denominational expense, whether under a bursary plan or otherwise, shall sign a contract prior to commencement of the study program setting out the conditions under which the advanced study is granted and the obligations of the candidate upon his/her return to his/her field of service.

FE 115 Ministers From Other Denominations

Ministers from other denominations who accept our message and desire to enter the employment of the Church may be given the opportunity of attending one of our training schools/colleges on the following basis:

1. The support of the ministers while studying shall be the responsibility of the union concerned bearing travel expense and tuition fees.
2. Each case shall be considered on its merits.

FE 120 Study By Correspondence

1. Employees wishing to take courses of study by correspondence to increase their efficiency, and for self improvement (single subjects or several subjects comprising a study unit) may, at the discretion of the employing organization, provided plans for such study are submitted for approval before the courses are commenced, receive assistance up to a maximum of 50 percent of the cost of the courses, including textbooks. Such assistance shall be paid when the courses have been satisfactorily completed.

2. Necessary approved travel, excluding per diem and lodging, such as may be required to interview lecturers at a correspondence school, as approved by the employing organization in advance, shall be recognized as part of the total expense on which reimbursement is made.

3. Time off work necessary for examinations or special aspects of this study shall be at the discretion of the employing organization. In the case of

expatriates, the local organization shall make recommendation to the Division Executive Committee.

4. The provisions of this policy may be prorated to regularly employed part-time employees in proportion to the hours worked per week, provided that they are employed at least half-time.

5. For the employees attending evening classes at approved evening study centers, 50 percent assistance shall be granted on the same basis as Home Study International and other correspondence study guidelines.

6. In the case of a post-graduate study program involving a thesis or dissertation where several years of work and considerable expense is involved, the employing organization may reimburse the employee for 30 percent of the actual expense incurred in any one year for tuition, books, field work including necessary travel, and the typing costs for the final copy of the thesis or dissertation. The balance of the subsidy shall then be paid on the successful completion of the work.

FE 125 Education Assistance, Grant-Aided Teachers

Grant-aided teachers who wish to study in order to improve themselves professionally on an in-service basis may be granted the same education assistance as is available to regular employees on the denominational wage scale provided the Church maintains their service record.

FE 130 Part-Time Study at Universities

FE 130 05 Conditions—Where it is possible and convenient for an employee to do so, where his/her employing organization approves the course he/she wishes to take and the time involved, and where his/her work can be satisfactorily arranged to provide for it, he/she may be permitted to take part-time studies at a local university.

FE 130 10 Reimbursement—After successful completion of the approved course, the employing organization may grant the employee financial assistance to the extent of 50 percent of the cost of tuition and books.

FE 130 15 Assistance Considered as Bursary—Where an employee's work load is reduced or he/she is given time off in order to study (including extension schools), the time and portion of salary thus involved, plus the actual reimbursement of expense provided for in FE 130 10, shall be considered as a bursary to be amortized by service on the basis of one year of service for each US\$2,500 of assistance up to a maximum of five years.

FE 130 20 Contract with Employees—A written agreement shall be entered into between the beneficiary under this policy and the legal organization of his/her home union as outlined in policy.

FE 135 Division Bursary Committee

Since the Seventh-day Adventist philosophy of education is based upon fundamental principles which are pertinent to the development and growth of the Church, the training and upgrading of employees to achieve this excellence in the Lord's work is vital. The Division Bursary Committee is therefore given the task of studying the overall organizational needs and of making efforts to provide financial assistance to unions and conferences/missions/fields and Division institutions in order to assist in meeting such needs. The composition and responsibilities of the Division Bursary Committee shall be as follows:

1. *Composition:*

- Division Treasurer/ Chief Financial Officer, Chair
- Division Education Director, Secretary
- Division President
- Division Executive Secretary
- One Division Vice-president
- Division Ministerial Association Secretary
- Division Health Ministries Director
- Division Associate Treasurer/ Financial Officer

2. *Responsibilities*—a. Deal with applications passed on from the union bursary committees and division institutions, requiring the following evaluatory materials:

1) Copy of the union action recommending the applicant for further study.

2) Complete record of denominational and other (if any) service.

3) Brief description of the proposed course and period of study as approved by the union committee.

4) Name of the institution where the applicant plans to study.

5) Provision for dependants (wife and family, if any).

6) Proposed travel arrangements.

7) Scholarship record of the applicant.

8) Assurance from the union bursary committee that:

i) The applicant is sufficiently versed in the language in which he/she will take the training.

ii) The applicant has completed all school work in denominational schools in his/her field of study in the Southern Africa-Indian Ocean Division.

iii) The applicant is willing to sign a legal contract and to return to the employing organization for further service.

iv) The applicant has sufficient funds to meet his/her financial obligations under the contract.

v) The terms of the bursary have been explained to and are understood by the applicant.

c. Study the progress of all students presently studying on denominational bursaries.

d. Review the relevant needs of the working force as recommended by the union bursary committee and Division institutions, bearing in mind the following:

- 1) The training of personnel for union ministerial responsibilities.
- 2) The training of personnel for union medical and educational institutions.
- 3) The training of specialists in the treasury, medical, technical, and school inspectorate departments.
- 4) The regular upgrading of all employees.

e. Applications must be received in the office of the Southern Africa-Indian Ocean Division Education Department by March 31 of each year.

FE 140 Union Bursary Committee

1. Composition:

Union Treasurer/ Chief Financial Officer, Chair
Union Education Director, Secretary
Union Officers
Union Health Ministries Director
Union Ministerial Association Secretary
Conference/Mission/Field Presidents
Heads of Union Institutions (Educational and Medical)
Division Bursary Committee members present

The Union Board of Education may serve as the bursary committee provided it includes at least one representative from a medical institution and the union health ministries director.

2. Responsibilities: a. Meet at least once a year prior to the union mid-year meetings so that its recommendations can be incorporated in the union mid-year minutes.

b. Initiate plans for the further training of employees, in view of the work, observing the following:

- 1) The training of personnel for union ministerial responsibilities.
- 2) The training of personnel for union medical and educational institutions.
- 3) The training of specialists in the treasury, medical, technical, and school inspectorate departments.
- 4) The regular upgrading of all employees.

c. To this end, examine carefully, in conjunction with field or institution officers, the progress of each employee spiritually, professionally, socially, and physically, using the Southern Africa-Indian Ocean Division Department of Education questionnaire as supplied.

d. Scrutinize all applications for Division-supplied bursaries as well as those for union bursaries or sponsorship either on the union level or on that of any of its subsidiaries.

e. Review and evaluate those studying on bursary or on other sponsored programs, and Seventh-day Adventist students not on bursary in the various institutions within the territory and promptly pass on progress reports of bursary and sponsored students to the Southern Africa-Indian Ocean Division Education Director.

f. Review efforts made during the previous year to communicate with Seventh-day Adventist students in non-Adventist universities, note the potential among them as prospective employees, and notify the Division Education Director accordingly.

g. Union education directors will be responsible to supply the Southern Africa-Indian Ocean Division Education Director with pertinent evaluatory materials as required by the Division Bursary Committee, at the latest by March 31 of each year in order that he/she may be prepared to present them to the mid-year meeting of the Division Bursary Committee for final approval.

h. Forecast special needs for particular types of employees, ensuring a right balance in the union training program by maintaining a constantly updated five-year projection of development and growth needs in our various institutions and in each field organization.

FE 145 Required Professional Continuing Education

1. If an employee belongs to a professional society (such as Chartered Accountants) and the society requires certain annual continuing education involving both time and expense, the employee shall be allowed by his/her employing organization up to two weeks each year and a financial provision up to the amount provided for other personnel under General Conference *Working Policy* P 80 25. It shall be understood that if this provision of both time and funds is not utilized in any one year, it may not be carried over for future use without specific committee approval.

2. The employing organization shall approve the professional society in each case and specifically authorize the time and funds.

**FAMILY MINISTRIES—
DEPARTMENTAL POLICIES**

FF 05 Philosophy

Scripture affirms the importance of the family and outlines divine principles which govern family relationships. Ellen G White held strong convictions regarding the importance of families and ministry to them: “The restoration and uplifting of humanity begins in the home . . . The well-being of society, the success of the church, the prosperity of the nation, depend on home influences.”—The Ministry of Healing, p 349.

The broad principles found in the Scriptures and expressed in the counsels of Ellen G White, provide the basis for the ministry to families promoted by the Seventh-day Adventist Church.

The Family Ministries Department recognizes the significance of family in the lives of believers and nonbelievers alike. It endeavors to strengthen the home as a disciple-making center where family members through their interpersonal relationships are encouraged in their relationship with Jesus Christ and His Church, and where the relational skills necessary for emotionally-healthy relationships and winsome witness are developed. It helps individuals build and maintain warm, intimate ties with God and family that meet the yearnings of the human heart for connectedness and gives life purpose and meaning. It recognizes that healthy Christian families make strong members of society and the kingdom of God. The department endeavors to keep in perspective both God’s ideals for family living and an understanding of the brokenness experienced by individuals and families in a fallen world. Thus Family Ministries calls individuals, married couples, and parents to stretch toward divine ideals, while at the same time extending the redemptive, healing ministry of Christ. Efforts on behalf of families are held to be urgent, vital, and integral to the message and mission of the Church.

FF 10 Objectives

Recognizing the mutual strength and support which the church must be to the home, and the home to the church, if the mission of the church is to become a reality, the Department of Family Ministries has adopted the following objectives:

1. To proclaim the reviving and restorative message of the everlasting gospel within the context of family living. Christ is, and must be acknowledged as, the Savior and Head of every home. In Him, family members are at peace with God and at peace with each other. As they are drawn near to Him they are drawn nearer to each other, in love, forgiveness, reconciliation, restoration, and renewal.

2. To affirm and strengthen every Seventh-day Adventist family as a primary discipling unit. Family Ministries seeks to deepen understanding of the relational dimension of being and making disciples and to strengthen family members as disciplemakers within the family. A married couple is viewed as the primary unit of the family. The department seeks to provide couples and families with access to educational, enrichment, and counseling opportunities to enhance the development of the relational skills necessary for the effective discipling of one another and growth toward optimal Christian marriage, parent-child and extended family relationships.

3. To enable parents and families to increase the likelihood of successful transference of Christian Seventh-day Adventist values to the next generation. Family Ministries develops materials and provides learning opportunities within church and family settings designed to enable parents to make biblical values winsome to their children and youth. The department encourages an atmosphere within homes and churches which promotes questions and on-going discussion regarding Christian values and tenets of faith among parents and children, young and old, leaders and members in an effort to foster the development of mature faith.

4. To create a “family of God” experience in every Seventh-day Adventist church. Family Ministries fosters an atmosphere which respects and celebrates diversity within congregations and within the world Church, recognizing that unity is not found in uniformity, but in Christ, the Head of the body. Through a shared commitment to a common message and mission and a reciprocal openness, honesty, and vulnerability in relationships with one another, the oneness we have found in Christ may become a reality in experience.

5. To empower families for winsome witness. Beyond the priority placed on the home as the most important mission field, Family Ministries helps families to discover and utilize their spiritual gifts in the community around them. The department encourages and enables families to relate in winsome ways with non-believing family members, neighbors, and friends, as they support the church and its mission outreach through their prayers, offerings, and service.

FF 15 Areas of Emphasis

Family Ministries seeks to widen the Church’s understanding of families beyond a mere collection of individuals to see the family as an intricate, dynamic system of relationships. The focus of Family Ministries is upon growing emotionally healthy relationships—beginning with the pastor’s family and expanding outward to touch ever-enlarging circles. Thus this ministry concerns itself primarily with relational dynamics rather than the needs of individuals per se. The basic target areas of emphasis for the Family Ministries Department are premarital guidance, strengthening marriage, parent education,

and general family relationship education with attention also given to the unique relational needs of extended families, single parents, stepfamilies, and singles. The development of relational skills fostered by Family Ministries empowers young people, singles, and families and enriches relationships both within the home and within the church, the household of faith. The overarching ministry objective to enable the family as a discipling center pervades all of the departmental activities and is expressed as well in a unique approach to evangelism which brings together both an understanding of the disciple-making process and an understanding of families and how they function.

The curriculum framework upon which leadership and resource development are based includes eleven major areas: theological foundations, family and mission, families in society, marriage and family dynamics, interpersonal relationships, parent education and guidance, human growth and development, human sexuality, family ethics, family resource management, and family ministries programs and implementation..

FF 15 05 Methodologies—Three broad categories define the methodologies best suited to the ministry to families facilitated by the department: education, enrichment, and counseling.

1. *Education*—Substantial revelation concerning the divine purpose for families has been given. Practical principles which govern family relationships are found in Scripture and the Spirit of Prophecy. In the preparation of resources for family life education, the department centers its research and study on these primary sources and seeks to integrate biblical principles with helpful understanding and methodologies from other compatible mental health, behavioral, and social science sources.

2. *Enrichment*—The department prepares resources and develops leadership in enrichment activities—experiential programs for married couples, families and singles groups which enable participants to make relational gains together through sharing and interacting in various events and activities. Enrichment focuses directly on the family or group as a system in a process of enhancing relationships through better communication, deeper understanding, and an improved ability to resolve anger and conflict. In the absence of extended family, enrichment groups can function as a surrogate family. When enrichment activities are conducted among individuals who are part of the same local church, a spirit of community, support, and cooperation may be developed.

3. *Counseling*—The crucial role and importance of the counselling profession in the lives of troubled families is recognized and appreciated. Many individuals and families are in such critical need as to require specialized work that is particularly tailored to assist them in resolving short or long-term personal or relational crises and difficulties. The department

encourages the referral of such individuals and families to professionally qualified counselors wherever possible. While the training of counselors is not within the purview of the department, it is recognized that the content and process of leadership development provided by the department may be useful to pastors and others who may be called upon to counsel. However, the limitations of pastoral and lay counseling must be fully recognized and appropriate caution taken.

FF 20 Departmental Staff and Governance

FF 20 05 Staffing—Family Ministries is administered by a director with associate director(s) who are appointed on the basis of their expertise and experience in caring for the responsibilities encompassed by the work of the department. In their leadership, the director and associates will provide the perspectives of men and women, husbands and wives, fathers and mothers, and will model growing, healthy family relationships. Because of the nature of the dynamic within families and the content and methodologies of Family Ministries, it is recommended that the staff of the department include at least one husband and wife team.

FF 20 10 Governance—The Southern Africa-Indian Ocean Division department director works in harmony with the Division administration under the authority of the Division Executive Committee. Division directors of Family Ministries constitute a valued World Advisory Council for the General Conference department responsible for long-range planning. In addition, an Advisory Committee comprised of the Family Ministries departmental director/s, associates, General Conference administrative representation, representatives from related General Conference departments, and selected non-General Conference family professionals affords a support group for counsel and intermediate-range planning.

**HEALTH MINISTRIES—
DEPARTMENTAL POLICIES**

FH 05 Philosophy

1. The Seventh-day Adventist Church proclaims the saving grace of Jesus Christ and the sanctifying presence of the Holy Spirit in the life of the believers. Our bodies are the temple of the Holy Spirit. Consequently, whatever we think, do, eat, or drink should bring honor to His name. Our total being, physical, mental, spiritual, social, and emotional component should glorify God.

2. The Seventh-day Adventist Church promotes a philosophy of wholistic health and healing. The Church, through various organizations, operates health care institutions around the world. Additionally, a health-promoting way of life is taught to the church membership and their communities. Teachings based on broad principles found in the sacred Scriptures, and more explicitly expressed in the counsels given by Ellen G White, continue to be augmented by the findings of scientific research. These teachings provide the basis of the lifestyle promoted by the Seventh-day Adventist Church.

3. The Church advocates that positive steps be taken to develop a healthful life-style, and encourages a balanced vegetarian diet. It requires of its members the nonuse of alcoholic beverages and tobacco. It also requires the nonuse of other drugs, except in a recognized evidence-based therapeutic context. The Church encourages the avoidance of flesh foods. The use of coffee, tea, and other caffeinated beverages and all harmful substances are discouraged. Physical well-being and clarity of mind are usually interdependent; clarity of mind is essential for discernment between right and wrong, between truth and error.

4. Out of its deep concern for human need, the Church has developed worldwide health care to alleviate sickness and suffering. The objective of our mission is not only physical healing, but also the promotion of physical, mental, social, and spiritual wellness of the whole person.

5. The Health Ministries Department, by upholding the healthful Adventist lifestyle, introduces others to the fullness of the gospel message. This gospel encompasses the physical, mental, social, and spiritual nature of man.

6. Conflict of interest is involved whenever there accrues, to an individual, profits from programs or activity within the church. Church members and church databases deserve protection from activities that may result in personal gain.

7. God's grace enables Christians to bring their lives into harmony with His physical, mental, social, and spiritual laws. This enhances their state of moral discernment and the quality of their lives.

FH 10 Health and Temperance or Temperance Associations

FH 10 05 Health and Temperance or Temperance Associations—1. These organizations provide an effective means for the Church to cooperate with other organizations and with government in promoting health and temperance principles. This can be done through educational programs, services related to the betterment of life and health and in encouraging social (and legislative) changes to counter the increasing use of alcohol, tobacco, debasing drugs and other harmful substances. To provide a coordinated world effort, local organizations should function as part of the International Temperance Association.

2. In some areas the Church's health and temperance program is best promoted through local temperance or health and temperance associations. In other areas the Church is best served by having the health and temperance programs as an integral part of the total church program. Conferences/missions/fields and local churches in counsel with the Health Ministries Department at the next higher level of church organization should choose the best approach for their areas.

FH 10 10 National Temperance Societies, or Health and Temperance Societies Organizational Principles—1. It shall be the purpose of the national societies to promote the principles and programs of health and temperance in order to improve the quality of life and character, and to counter the use of alcohol, tobacco, harmful drugs practices.

2. The Division Executive Committee shall adhere to the following general principles of organization in the launching of national health/temperance societies:

a. Local or union committees, or the Division executive committee shall serve as the Board of Governors for the respective national associations (societies). For example:

1) When a conference/mission/field serves the entire country, the conference/mission/field committee serves as the Board of Governors.

2) When a union serves an entire country, the union committee serves as the Board of Governors.

3) When the Division serves an entire country, the Division Executive Committee serves as the Board of Governors.

b. The local conference/mission/field, union, or Division president shall serve as president of the society, the temperance director as executive secretary, and the treasurer/ chief financial officer as treasurer/ chief financial officer.

c. Individual membership fees shall be set by each organization in consultation with the Division Executive Committee.

d. Members of the national organization shall subscribe to the purpose of the society and pay the required annual membership fee.

e. Membership shall not be limited to Seventh-day Adventists, but shall be open to all health and temperance-minded people of the country who are willing to commit themselves to the principles of the society.

f. Each national society shall produce a publication, the size, format and frequency of publication to be determined in consultation with the Division Executive Committee.

FH 10 15 Relationship to Other Organizations— Cooperation with other health/temperance organizations is encouraged to mutually support endeavors based on Seventh-day Adventist Christian principles. Cooperation may be better achieved through the temperance or health and temperance organizations than through regular church channels. Conferences/missions/fields may wish to grant financial assistance to other organizations when it is deemed advisable. However, such other organizations should not be permitted to raise funds in Seventh-day Adventist churches, institutions, or at church-related functions..

FH 15 World Health and Temperance Sabbath

One Sabbath each year is designated as Health and Temperance Sabbath. The purpose of this special day is to call the attention of the membership to the importance of the health message and to secure their financial support for health and temperance programs. Each division's Health Ministries Department is assigned the production of a contextualized sermon for its territory for this Sabbath.

FH 20 Statement of Operating Principles for Health Care Institutions

1. Christ ministered to the whole person. Following His example, the mission of the Seventh-day Adventist Church includes a ministry of healing to the whole person—body, mind, and spirit. The ministry of healing includes care and compassion for the sick and suffering and the maintenance of health. Adventist health care institutions (hospitals, medical/dental clinics, nursing and retirement homes, rehabilitation centers, etc) should teach the benefits of following the principles of health. The relationship of spiritual and natural laws, man's accountability to these laws, and the grace of Christ which assures victorious living are to be integrated into ministry. (See also A 15 35, What Total Commitment to God Involves for the Hospitals and Healthcare Institutions.)

2. Health care institutions should function as an integral part of the total ministry of the Church. These follow church standards, maintaining the

sacredness of the Sabbath by promoting a Sabbath atmosphere for staff and patients. Routine business, elective diagnostic services, and elective therapies should be avoided on Sabbath. Church standards also include the promotion of a balanced vegetarian diet free of stimulants and alcohol, in an environment free of tobacco smoke. Control of appetite shall be encouraged, use of drugs with a potential for abuse shall be controlled, and techniques involving the control of one mind by another shall not be permitted. The institutions are part of the ministry of the Church with activities and practices pervasively identified as the unique Christian witness of Seventh-day Adventists.

3. The activities of the devil are rampant, both within and without the Church. The Church is warned (Col 2:8) “Beware lest any man spoil you through philosophy and vain deceit, after the tradition of men.” Because of the great controversy between good and evil, Health Ministries encourages church members to avoid practices rooted in non-Christian philosophy and belief. The Church and its institutions should promote and provide competent and caring service that respects the dignity and rights of patients. Adventist health care and ministries are to promote only those practices based upon the Bible or the Spirit of Prophecy, or evidence-based methods of disease prevention, treatment, and health maintenance. “Evidence-based” means there is an accepted body of peer reviewed, statistically significant evidence that raises probability of effectiveness to a scientifically convincing level. Practices without a firm evidence-base and not based on the Bible or the Spirit of Prophecy, including though not limited to aromatherapy, cranial sacral therapy, homeopathy, hypnotherapy, iridology, magnets, methods aligning forces of energy, pendulum diagnostics, untested herbal remedies, reflexology, repetitive colonic irrigation, “therapeutic touch,” and urine therapy, should be discouraged.

4. In harmony with Christ’s loving reaffirmation of freedom of choice, and the dignity of humankind, Seventh-day Adventist health care institutions should give high priority to personal dignity and human relationships. They should seek to provide an efficient, safe, and caring environment conducive to the healing of mind, body, and spirit. Education in healthful habits of living, as well as supportive care of the patient and family through the dying process is integral to Adventist health care.

5. Health care policies and medical procedures must always reflect a high regard and concern for the value of human life as well as individual dignity.

6. Seventh-day Adventist health care institutions operate as part of the community and nation in which they function. In representing the love of Christ to these communities, the health of the community and the nation is a concern of each institution. Laws of the land are respected and the regulations for the operation of institutions and licensure of personnel are followed.

7. The institutions welcome clergy of all creeds to visit their parishioners.

8. The mission of institutions in representing Christ to the community, and especially to those who utilize their services, is fulfilled through a compassionate, competent staff which, in the performance of their duties, upholds the mission, practices, and standards of the Seventh-day Adventist Church.

9. A regular program to assist the staff in keeping up-to-date professionally, growing in understanding, and in sharing the love of God shall be instituted. Staff development and support of formal education is a priority.

10. Institutions must operate in a financially responsible manner and in harmony with the Working Policy of the Seventh-day Adventist Church.

11. Primary prevention and health education shall be an integral part of the health emphasis of Seventh-day Adventist health care institutions.

12. The administration and operation of Seventh-day Adventist health care institutions shall include consultation with the Health Ministries Department on a regular and continuing basis. Consultation shall include the mission/conference, union, division, and General Conference Health Ministries Departments as circumstances and occasion may indicate.

FH 25 Health Care Institutions—Plan of Operation

FH 25 05 Establishment and Closure of Health Care Institutions—1.

When consideration is being given to the opening of a new institution, building a major addition, or evaluating the continued operation of an existing institution, consideration shall be given to:

a. The long-range plans of the Church in that area and whether the institution facilitates the mission of the Church.

b. The health care needs of the area.

c. The available resources, especially finances, personnel, and equipment, to operate the institution.

d. Government regulations for the operation of the institution.

e. The impact which the institution will make on the Church in the area and on the community at large.

g. The educational needs of the Church.

2. A proposal for the establishment or closure of any hospital shall be submitted to the Southern Africa-Indian Ocean Division Health Systems Board of Governance for review and approval by the Division Executive Committee before a decision to act is finalized.

3. A proposal for the establishment or closure of a health institution other than a hospital shall be submitted to the Country Health Board for review and approval by the Union Executive before the decision to act is finalized.

FH 25 10 Governance— It is the responsibility of the Country Health Boards, through the Board Secretary, to insure that all health institutions under

their jurisdiction have the necessary legal documents relating to ownership, lease or rent.

1. Ownership conditions which may vary from institution to institution or from country to country may prohibit rigid adherence to an international pattern, but they shall in general include the following provisions:

a. Ownership shall be vested in a specific church entity particular to the country of operation and in accordance with existing laws.

b. No indicia of ownership shall be present unless the Church exercises ultimate control of an organization.

c. Equipment may be owned or leased.

d. The buildings and land shall be titled by the Church or secured by a lease of at least 25 years.

e. The use of the property shall be assured on a continuing basis over an extended period of time; and the Church shall have full responsibility for the policies, administration, finance, and freedom to operate the institution according to Seventh-day Adventist beliefs and standards.

f. If separately incorporated, its Articles of Incorporation and Bylaws shall provide:

1) That it is an integral part of the Seventh-day Adventist Church, clearly stating its primary purpose in relationship to the mission of the Church.

2) That a minimum of two-thirds of the members of its corporate body be composed of members from specific denominational constituencies, boards, or executive committees of organizations that are listed in the *Seventh-day Adventist Yearbook*.

3) That in case of dissolution, the net owned assets of the institution shall be transferred to the Seventh-day Adventist organization/s listed in the *Seventh-day Adventist Yearbook* from which the membership of its corporate body has been derived.

2. *Finances*—a. Funds generated by health care institutions/services shall not be diverted from the institution until the financial needs of that institution are met, and it has been approved by the Board of Management.

b. In unions where rental charges are made to hospitals, the organization originating the charge shall hold these funds, less appropriate expense, for the replacement and development of needs of the institution.

3. *Constituency*—The constituency of the institution shall be defined in the charter and bylaws.

a. *Membership*—Conditions may vary from institution to institution or from country to country which prohibit rigid adherence to an international pattern for constituency representation. In general, the constituency shall include the executive committee of the sponsoring organization; members of the union, Division, or General Conference Executive Committee who may be present; and representation from the staff of the institution and

conference/mission/field concerned. The number to be selected from each of the groups mentioned above shall depend upon the size and the importance of the institution.

b. Duties of the Constituency—1) To determine the overall purpose and goal of the institution in harmony with church goals and policies.

2) To hold at least one meeting every five years to receive reports from the board of trustees or Country Health Board.

3) To elect a board of trustees or Country Health Board charged with the responsibility of the business of the health institution for the ensuing period. The selection of members and officers shall be specified in the bylaws.

4) To hold special meetings for specific purposes when requested by two-thirds of the board of trustees.

FH 25 15 Board of Governance— The ultimate governance authority of all the health institutions (health centers, clinics, hospitals, dental practices, orthodontic clinics, optometry practices and others) and allied health establishments (nursing homes, schools of nursing, frail care centers) is with the Division Executive Committee. This authority is delegated to the Division Health System Board of Governance as outlined in FH 25 20. The SID Executive Committee has the following functions:

1. Appoints, reassigns, and terminates membership of Division Health System Board of Governors (DHSBG) and its executive committee for the term of five years to coincide with the division quinquennium.

2. Approves policies of DHSBG that have implications inside and outside the Division.

3. Receives for information and dissemination all actions of the Division Health System Board of Governors (DHSBG).

4. Approves recommendations of the DHSBG that pertain to the opening or closure of hospitals.

FH 25 20 Division Health System Board of Governors (DHSBG)—For effective and efficient governance by the DHSBG, its scope of responsibility includes the following areas: performance, policy, administration, management, finance, staffing, medical supplies, equipment, maintenance, procedural plans, education and others. These can be broadly categorized into three main objectives:

1. Governance and management of health care institutions

2. Financial support

3. Training and education for the health professional

Individual resources—both human and physical—at a union/national level are too small to permit success, while from the division level, a successful approach may be made. A system outside the Division tends to result in loss of a sense of ownership and responsibility.

The meaningful way lies in a systemic approach. This system is a complex whole that, by way of organization, works together to reach planned objectives. Governed by a clear set of principles, policies and procedures, each entity within the system achieves both its own subset of goals, and assists sister organizations, so that together they achieve more than the mere sum of their individual efforts.

The duties and responsibilities of the DHSBG are the following:

1. It formulates policy for the system and its subsidiaries in areas of:
 - a. Employment, remuneration, and administration
 - b. Operation of institutions
 - c. Medical, dental, nursing and allied health
 - d. Periodic evaluation in conjunction with the Health Ministries of the General Conference.
 - e. Joint ventures, contracts, donor agreements and collaboration with other agencies.
 - f. Strategies for growth, expansion, modification, right sizing, opening and closure.
 - g. Educational affiliations, approval of residency/specialty training and post graduate programs.
2. Assigns all the health care budgets from the Division to the various health institutions (these include budgets for health personnel from General Conference, Division, Union, Conference and Mission/Field).
3. Recommends capital appropriations and regular periodic adjustments throughout the fields.
4. Appoints a team for the review and evaluation of all health institutions in conjunction with the Health Ministries Department of the General Conference.
5. Issues accreditation status based on the recommendation of the evaluation/accreditation team. The DHSBG shall be the accrediting authority of the Southern Africa-Indian Ocean Division for evaluating the resources and activities of denominationally controlled medical institutions within the Division.
 - a. The Hospital Accrediting Board shall review the findings and recommendations of the survey committee and shall determine the accreditation status of each institution. Those that are accredited shall have either “full” or “provisional” status in one of the following categories:
 - Out patient clinic
 - Medical care unit
 - Medical care and school of nursing
 - Medical and educational center
 - b. Provisional accreditation shall not be given for more than one year, after which the medical institution shall either be given full accreditation or be recognized as non-accredited.

6. Recommends to the SID Executive Committee the opening and closure of hospitals.

7. Approves the courses offered and the curriculum of health sciences in hospital-affiliated educational institutions including residency-specialty training programs.

8. Approves health professional degrees and residency/specialty training programs initiated by hospitals and affiliated institutions.

FH 25 25 Membership of Division Health System Board of Governors (DHSBG)—Board Composition:

Division President (or designee), Chair

Division Health Ministries Director–Secretary

Division Executive Secretary

Division Treasurer/ Chief Financial Officer

Division Vice President

GC Health Ministries Director (or designee)

Adventist Health International (AHI) President

Two Representatives from Loma Linda University Allied Health Sciences Center

ADRA AFRO Director

Division Education Director

Presidents of unions

Three Lay Representatives chosen for their expertise in the operations of health institutions.

One union Health Ministries Director on a two-year rotation basis

Two other members with expertise relevant to the functions of the DHSBG

Two from the DHSBG Executive Committee: Administrator, Nursing Officer or Maintenance Officer.

Five representatives from health institutions, which must include one nurse and four CEOs, two of the latter must be from self-supporting entities.

FH 25 30 Frequency of meetings and Quorum—The DHSBG should meet at least twice a year, with the campuses of the different health institutions to be considered as a host to one of the meetings, with the aim of exposing the members to actual health work. A quorum should consist of at least 50% of the members.

FH 25 35 Executive Committee of the Board of Governors—The Executive Committee will act on behalf of the DHSBG in between its regular meetings and is tasked with the following functions:

1. Implements the decisions of DHSBG

2. Coordinates implementation of policy, programs and projects in the institutions

3. Acts on issues related to the functions of the DHSBG

The composition of the Executive Committee of the Board of Governors shall be:

- Division President or his designee – Chair
- Division Health Ministries Director – Secretary
- Division Treasurer/ Chief Financial Officer or his designee
- One union president
- Division Executive Secretary or designee
- Two Lay Personnel with health care expertise and two SID department directors, the DHSGB Nursing Director, DHSGB Maintenance Director and the DHSGB Hospital Administrator.

A quorum shall consist of four members.

FH 25 40 Country Health Board—This Board is responsible for the management and coordinated activities of all health care institutions within the jurisdiction of a specific union or designated country. In unions having more than one country under its territory, each country should have its own respective country health board. It is delegated with the following functions:

1. Implements the policies of the DHSBG
2. Adapts the policies of the DHSBG, where regional differences so require, and recommends the modification to the DHSBG.
3. Sets local wage factors within its jurisdiction in accordance with the policy governing the wage scale.
4. Assigns and appoints top level administrative personnel of each institution.
5. Supervises all the health institutions in the particular country including all hospitals, health centers, clinics, dispensaries, educational facilities affiliated with hospitals and others.
6. Recommends to the DHSBG opening and closure of hospitals. Approves establishment, closure, development and major modifications.
7. Approves Memorandum of Understanding between the concerned institution and its partners and recommends to the DHSBG regarding memoranda of understanding which have implications which may affect other unions.
8. Distributes yearly DHSBG and/or Union capital appropriations to the various health institutions.
9. Adopts bylaws in accordance with legal requirements and denominational guidelines and its responsibility to the constituency which specify:
 - a. The selection of members and officers of the board, any procedures directing governing board activity, and the eligibility requirements and terms of appointment of members and officers.

b. The duties and responsibilities of the board relating to this which section shall include:

1) Accepting legal responsibility for the operation of all health institutions and the conducting of its business.

3) Approving major business transactions of the institutions such as land purchase, new building, major alterations, purchase of expensive equipment, etc.

4) Approving major personnel appointments and changes. Recommend to the DHSBG top management appointments, terminations, transfers and re-assignments.

5) Receiving gifts, annuities, and other assets on behalf of the health institution.

6) Approving the annual budgets and receiving from the various administrations regular reports indicating the relationship of current operations to the budget.

c. A list of committees, method of selecting members, term of appointment of committee chairpersons, and purpose and authority of the committees.

d. The relationship between the CEO (chief executive officer) and the board.

e. The responsibilities of the medical staff and its relationship to the board.

f. A method for the adoption and subsequent amendment of the bylaws.

10. To adopt a schedule of meetings and define attendance requirements and the method of documenting board proceedings.

11. To periodically examine the mission or purpose of the institutions and its goals, policies, and current programs.

12. To appoint the CEO (Medical Director/Hospital Administrator), Business Manager and Chief of Medical Staff whose qualifications, responsibilities, authority, and accountability shall be defined in writing.

13. To appoint the medical staff and conduct a periodic review. The board shall hold the medical staff responsible for self-government in maintaining the quality of medical practice.

14. To approve the medical staff bylaws, rules, and regulations.

15. To hold the medical staff responsible for making recommendations concerning medical staff appointments, termination of appointments, and the delineation of clinical privileges.

16. To require that the medical staff establish mechanisms designed to assure the achievement and maintenance of Seventh-day Adventist Church standards of medical practice and patient care.

17. To appoint an executive committee of the board or the executive committee of the Union to carry out the responsibilities of the board between scheduled board meetings.

18. To appoint the members of the administrative committee

19. Define on an annual basis, the maximum amount of a single purchase which can be made by the health institutions without any Board approval.

20. To recommend to the DHSBG educational affiliation, residency/specialty and post graduate training programs.

FH 25 45 Membership and Meetings—Appointment of membership of the Union Health Board or Country Health Board is done every quinquennium by the union sessions. Any vacancies or changes in between sessions are done by the Union Executive Committee.

Union President – Chair

Union Health Ministries Director, Hospital Administrator, Medical Director or Chief of Staff as Secretary of the Board as per appointment

Union Executive Secretary

Union Treasurer/ Chief Financial Officer

Hospital Administrator and Chief of Medical Staff, or only the Medical Director of each hospital

CEOs or heads of all other health institutions*

Four lay representatives of the community with expertise in health operations in the areas of finance/business, legal jurisprudence, medical/health, government influence and one lay member of the Union Executive Committee

Three members of the Executive Team of the DGSBG if available

One institution chaplain

ADRA Country Director

A quorum consists of fifty percent of the members plus one.

**Members falling into these categories are advisors with voice but no vote.*

In a country where there is no Union Health Ministries Director the Board utilizes its discretionary powers to appoint the secretary.

This Board should meet at least twice a year with one of the venues to be rotated among the different campuses of the various health institutions.

In the event that partnerships with governments and/or other organizations mandatory participation/membership of the Board, the Country Board may form an institutional board of management for this purpose with its scope strictly confined within the area of the funding and limited only to the institution concerned.

FH 25 50 Administration of the Institution—1. The institution shall be directed by a qualified chief executive officer who shall answer to the board and be responsible for the following:

a. Planning (short and long-term), developing, and maintaining programs that implement the policies and achieve the goals established by the board.

b. Acting as the institution's representative to the community.

c. Taking all reasonable steps to assure that the institution complies with applicable laws and regulations.

d. Establishing an organizational structure to carry out the programs of the institution and meeting the needs of the patients. This structure shall include:

1) An organizational chart with clear lines of authority and responsibility.

2) Policies and procedures that govern each department in carrying out its duties and functions.

3) A formal system of financial procedures for all types of transactions adequate to provide accounting control over assets, liabilities, revenues, and expenses.

4) Written policies and procedures for control of financial matters.

5) Employment of personnel whose qualifications are commensurate with their responsibilities.

6) Review of policies, rules, and regulations with each employee as stated in the *Employee Handbook*. The employee signature of agreement shall be on file.

7) Maintenance of personnel records on each employee in a confidential manner.

8) Maintenance of a safe and secure environment for employees and patients.

9) Responsibility to secure adequate insurance covering property, personnel, and general liability exposure.

2. To be responsible for implementing board policy for the financial management of the institution.

3. To provide, maintain, and safeguard appropriate physical resources and to provide for their judicious use in implementing the programs of the institution and for meeting the needs of its patients.

4. To develop and implement a management communication system throughout the institution.

FH 25 55 Administrative Committee—1. *Appointment*—The appointment of the administrative committee shall be the responsibility of the Country Health Board or management board.

2. *Membership*—Membership shall include the following:

Chief Executive Officer (either the Hospital Administrator or the Medical Director)

Business Manager

Director of Nursing

Principal Tutor of the School of Nursing

Chief of Medical Staff if the hospital is under an Administrator or the Medical Director

One head of a hospital department

Chaplain

Two other lay members with experience and expertise in health management.

3. *Chair*—The CEO, or his/her designee in the absence of the CEO, shall serve as chair.

4. *Responsibility*—a. The administrative committee shall serve a wider purpose than merely counseling the administration. All matters of substantial importance shall come before the regularly scheduled administrative committee sessions for study.

b. The business manager shall handle routine business matters on his/her own responsibility and, where pertinent, in counsel with the CEO.

c. Major business transactions such as the purchase of expensive equipment, the purchase or sale of land, or the commitment of the institution to any major obligation of whatever nature shall be accomplished only by action of the board.

d. Matters affecting policy shall be studied and recommended to the board for action.

e. The administrative committee shall operate within denominational financial policies.

f. Meeting shall be at least at least once every week

g. A quorum consists of 50% of the regular members plus one.

h. Implements recommendations of the management or country health board

i. Employments, appointments, re-assignments and termination of all junior personnel is under the Administrative Committee. Top level appointments like the medical director, administrator and chief of medical staff and officers in charge of clinics are to be recommended to the Country Board.

j. Directs health care initiatives in compliance with the management board recommendations.

k. Cooperates with the DHSBG Executive Committee members in assuring the quality of operations of the institution.

l. Receives, reviews and recommends to the Country Health Board joint ventures and partnership agreements.

m. Implements all policies relating to the institution.

- n. Receives gifts, annuities, and other assets on behalf of the institution
- o. Prepare and recommend annual budget to the Country Health Board.

5. For clinics and dispensaries the composition of the Administrative Committee can be modified, taking into consideration bed capacity, employed staff, medical services offered and volume of transaction.

FH 25 60 Deviations from this Policy—It is recognized that this system of Country Health Board and the Institutional Administrative Committee may not be applicable to all the Unions and health institution. In the event of any deviation from this format, the Union Executive Committee submits the recommended structure to the DHSBG for final decision.

Any health care directly under the division or DHSBG requires an approval from the Union where the institution is located.

F 25 65 Partners/Collaborators—In health care, our institutions have close relationships with many partners. Some of these partners are not church-affiliated; others are of particular importance to the health systems of Africa and have church affiliation. These are external agencies, but with interest in Adventist health care services.

All partners should relate at some point with the Systems Board, but once an approval is confirmed, can continue working directly with the institution.

Important church partners should be members of the Systems Board which at the present are:

- General Conference Health Ministries Director
- Adventist Health International
- ADRA (Africa)
- Adventist AIDS International Ministries (AAIM)
- Loma Linda University Allied Health Science Center

FH 25 70 Alternative Systems—It is recognized that due to the different set-ups, government regulations and other factors in a particular country or union, this system might not be applicable. In the event that an alternative system for the management of the health institutions is going to be used, approval has to be obtained from the DHSBG.

FH 30 Training of Hospital Administrators

1. Medical institutions shall continue to encourage and financially assist qualified individuals to attend universities offering graduate programs in health care institution administration. Such programs shall be compatible with Seventh-day Adventist standards and principles.

2. Institutions shall give preference in their financial support and encouragement for graduate work in health care institution administration to those who have had successful health care institution experience.

3. Hospitals are encouraged to offer residency and employment opportunities to qualified graduates of programs in health care institution administration.

FH 35 Survey of Health Care Institutions

The International Adventist Health Care Council (IAHC) shall employ a survey/accreditation process as a tool to assess the needs of an institution, determine its effectiveness, and assist in its development. The IAHC shall establish minimum standards for the operation of an institution. The Southern Africa-Indian Ocean Division shall be responsible for conducting the review process following the standards of the IAHC to whom accreditation reports shall be submitted for review. The IAHC may request additional information or recommend additional reviews.

All hospitals, health clinics and other health institutions with a bed capacity of 40 or more will be accredited in conjunction with the IAHC and/or the General Conference Health Ministries Department.

FH 40 International Health and Temperance Association Constitution

Article I—Name

This organization shall be known as the International Health and Temperance Association.

Article II—Purpose

It shall be the purpose of this international organization to promote the principles and programs of health and temperance to improve the quality of life and character, and to counter the use of alcohol, tobacco, debasing drugs, and other harmful substances and practices. This Association shall carry out its purpose as a function of the Health Ministries Department of the General Conference of Seventh-day Adventists.

Article III—Membership

Sec. 1. The membership of this Association shall consist of such national and regional organizations as may be sponsored by Seventh-day Adventist conferences or missions around the world, which subscribe to the principles of this constitution and are accepted by vote of the Board of Governors. Such national and regional organizations shall be known as either Health and Temperance Societies or Temperance Societies.

Sec. 2. Individual members of regional or national societies affiliated with the Association shall consist of those who:

- a. Subscribe to the purposes for which this Association was organized
- b. Pay the required membership fee.

Sec. 3. Individual membership fees shall be set by each regional or national health and temperance society.

Article IV—Board of Governors

Sec. 1. There shall be a Board of Governors, which shall consist of the members of the Executive Committee of the General Conference of Seventh-day Adventists and the presidents and/or executive secretaries of societies that have been accepted into the membership of this Association.

Sec. 2. It shall be the duty of the Board of Governors:

- a. To elect the officers.
- b. To appoint fifteen members to serve on the Executive Council.
- c. To meet quinquennially at the time of the General Conference Session to receive reports from the officers of this Association.
- d. To arrange for the available members to meet annually.
- e. To fill any vacancies that may occur on the Executive Council.
- f. To appoint an auditor whose duty it shall be to audit the accounts of this Association and render an annual report to the Board of Governors.
- g. To lay such plans as will promote the objectives of this Association throughout the world.

Article V—Officers and Their Duties

Sec. 1. The regular officers of this organization shall be a president, a vice president, an executive secretary, a treasurer/ chief financial officer, and such associate secretaries as may be needed.

Sec. 2. President: The president shall act as chairman of the Board of Governors and the Executive Council, unless a general vice president of the General Conference has been appointed as chairman.

Sec. 3. Vice President: The vice president shall, in the absence of the president, serve as chairman of the Executive Council.

Sec. 4. Executive Secretary: It shall be the duty of the executive secretary to keep the minutes of the proceedings of the various meetings, and conduct the affairs of this Association in harmony with the actions of the Executive Council and the Board of Governors.

Sec. 5. Treasurer/ Chief Financial Officer: It shall be the duty of the treasurer/ chief financial officer to receive all funds of this Association, to disburse them in harmony with the actions of the Executive Council, and to

render such financial statements at regular intervals as may be desired by the Board of Governors and Executive Council.

Sec. 6. Election of Officers: All officers of this Association shall be elected by the Board of Governors at the regular quinquennial sessions of the General Conference of Seventh-day Adventists, and shall hold their office for the period of five years, or until their successors are elected and appear to enter upon their duties.

Article VI—Executive Council

Sec. 1. The Executive Council shall consist of the officers of the Association and fifteen other members to be appointed by the Board of Governors to serve for a period of five years or until their successors have been appointed and appear to take office.

Sec. 2. It shall be the duty of the Executive Council:

a. To devise effective ways and means of promoting the temperance cause.

b. To appoint such standing committees as the Executive Council may feel will advance the interests of the work.

Sec. 3. Meetings of the Executive Council may be called at any time by the president, or in the absence of the president by the vice president, of this Association, to transact such business as may require the action of the Executive Council.

Sec. 4. All meetings of the Executive Council shall be held at the international headquarters, except such as may be determined by the Board of Governors.

Sec. 5. Any five members of the Executive Council, including the president, or the vice president, shall, after due notice to members, constitute a quorum of the Executive Council, and shall be empowered to transact such business as is in harmony with the general plans outlined by the Board of Governors.

Article VII—Finances

Ten percent of the funds received by the national or regional societies shall be remitted through the respective organizations to the International Health and Temperance Association treasurer for the promotion of the health and temperance cause throughout the world field, as the Executive Council and the Health Ministries Department of the General Conference of Seventh-day Adventists may direct.

Article VIII—Amendments

This constitution and bylaws may be amended by a two-thirds vote of the members present at any regular session of the Board of Governors.

Article IX—Dissolution

In case of dissolution of the Association all its assets shall be transferred to the General Conference of Seventh-day Adventists.

FH 45 Division Health Ministries Advisory Committee

The Division shall appoint a Division Health Ministries Advisory Committee with the following guidelines:

1. This Committee shall be comprised of the following:
 - a. The Division Health Ministries Department director, who shall serve as chairperson.
 - b. Union Health Ministries Department directors.
 - c. The medical directors/administrators of all hospitals and local health institutions employing three or more health professionals.
2. The Committee shall meet in full session at least once every two years, unless the Division Executive Committee votes otherwise. Minority meetings of the Committee may be called on authorization of the Division Executive Committee.
3. The function and responsibilities of the Division Health Ministries Advisory Committee shall include the following:
 - a. To act in an advisory capacity for the Division Executive Committee on all types and levels of health problems, policies, standards, and practices.
 - b. To advise the Division Executive Committee with regard to the establishment of hospitals and clinics, and the upgrading of facilities and services.
 - c. To advise the Division Executive Committee with regard to the holding of seminars, symposia, and conventions for health, temperance, and other employees.
 - d. To advise the Division Executive Committee with regard to the development of plans for instructing church members in healthful living.
4. Actions of the Division Health Ministries Advisory Committee shall become operative only when approved by the Division Executive Committee.
5. In order to be valid, the actions, policies, and standards adopted by the Division Health Ministries Advisory Committee must be in harmony with the medical policies of the General Conference.

FH 50 Establishment of Health-Care Institutions

The guidelines for establishing health-care institutions shall be as follows:

1. Medical ministry provides what is perhaps the most effective means of representing the love of God to a suffering world. That is true in all lands and among all people, but more particularly among those whose religion or social customs are such as to place special barriers to the reception of Christian teaching.

2. Seventh-day Adventists conduct medical institutions in all parts of the world with the specific objective of representing to the world the love of God in action.

3. Health-care institutions should be placed under the sponsorship of an organization that can provide substantial support and sound administrative leadership.

4. Although it is the purpose of Seventh-day Adventists to carry every phase of their work as far and as aggressively as means and personnel permit, experience has shown that hasty locating of new institutions or the over-extension of any phase of institutional work may result in serious loss of effectiveness. It is therefore urged that the following conditions be taken into consideration in planning for new medical institutions:

a. There should be a recognized medical missionary need in the area concerned.

b. There should be personnel available to adequately staff the health-care institution, the majority of whom shall be Seventh-day Adventists, and be willing to promote the health-care philosophy of the Church.

c. Finances for the development of the new work should be reasonably assured before any commitments are made.

d. Finances of the sponsoring body, and personnel resources available must be such that development of the new project will not be at the expense of the existing work.

5. Establishment of new health-care institutions shall be on the initiative of the Executive Committees of the Division, union, and local conference/mission/field concerned, in consultation with the General Conference.

FH 55 Medical/Dental Practice Insurance

1. All denominational dental and medical practices shall investigate and provide adequate insurance cover for such practices in consultation with a qualified insurance consultant in respect of:

a. Professional indemnity cover

b. Public liability insurance

c. Loss of income:

1) In practices where only one doctor or dentist is serving, the minimum limit suggested shall be strictly followed. In multi-doctor or dental practices with a larger spread of the risk factors, reasonable amounts of cover should be arranged in relation to the individual circumstances of the practice concerned.

2) Cover for death by accident shall be arranged, including the continental scale, the amount to be equivalent to at least the full annual income of the doctor or dentist concerned.

3) Cover for temporary total disablement, personal accident, and sickness shall be arranged, suggesting cover equal to one-third of the annual income.

2. Organizations operating medical or dental practices shall work together in an attempt to arrange group cover in terms of this policy.

3. All insurance cover arranged in terms of this policy shall be clearly taken out in favour of the employing organization, which is responsible for the premium cost, and not in favour of the individual concerned.

FH 60 Pioneering Self-Reliant Practices

FH 60 05 Budgets—The DHSBG, in its desire to promote pioneering self-reliant and financially stable medical practice, may initially sponsor a local or inter-union budget or designate an interdivision budget for a medical doctor, dentist, orthodontist, optometrist or other senior medical personnel.

FH 60 10 Conditions—This budget is made available under the following conditions:

a. An application is made to the DHSBG by the Country Health Board.

b. A prior study be submitted to the DHSBG on the viability of the pioneering institution and the projected time frame when it is able to stand on its own without any budgetary allocations or subsidies from the church.

c. The budget is lent for a period of six years with gradual phase out and cost sharing according to the time-table:

| Year | DHSBG Share of Cost | Institution Share of Cost |
|-------------------|---------------------|---------------------------|
| Initial Two Years | 100% | None |
| Third Year | 80% | 20% |
| Fourth Year | 60% | 40% |
| Fifth Year | 40% | 60% |
| Sixth Year | 20% | 80% |
| Seventh Year | None | 100% |

d. Any alteration or extension of this phase-out time table has to be approved by the DHSGB.

e. The budget includes medical, educational, appointee, repatriation, transport and other expenses related to the appointment.

f. The DHSBG will not pay for the actual rent of the house but rather return the 7.5% employee share of house rent to the institution.

g. It is the responsibility of the requesting organization to provide furniture as per policy.

FA 65 Self-reliance and Remuneration of Medical Personnel

FH 65 05 Categories of Health Institutions—In the SID, regarding self-reliance, there are two types of the medical institutions.

1. *Category A or Charitable Health Institutions*: These are health institutions that are located in remote, isolated and economically depressed areas where the possibility of being self-reliant is very unlikely. Patient services are given free of charge or, if a fee is charged, it is either nominal, symbolic or unrealistic. The possibility of being self-reliant is very distant but conditions may change if economic opportunities are created, discovered or developed.

2. *Category B or Self-Reliant Health Institutions*: Institutions that belong to this category are those in urban areas, centers of trade and commerce and other such places with a stable economic base where there are realistic fees for services rendered. Under this category are those that have the potential and are projected to be self-reliant. A fully fledged self-reliant health institution is defined as one that is able to generate its own income commensurate with its expenses without any subsidy from the church in the form of salaries or financial allocations.

It is the responsibility of the Country Health Board to periodically review, but not less frequently than once a year, each health institution and to categorize them according to the above criteria with the purpose of determining their ability to be self-reliant and financially stable. These categorizations are to be submitted to the DHSBG on an annual basis.

FH 65 10 Category A Health Institutions—1. Services in Category “A” will need to be helped financially and subsidized in various ways. This Church believes that the Seventh-day Adventist health missionary work will continue till the end of time and special attempts are needed to sustain as many of these institutions as possible. Right-sizing, down-sizing or even closing some of the activities should be done with great care, taking into consideration the type of services that it is rendering, the population base, availability of financial resources from both donors and church funds and the presence of other medical facilities within the vicinity.

a. Capital and recurring funding must be raised from church and external sources, by innovative means if necessary: The appointment of an employed fund-raiser, use of Harvest Ingathering Funds, the use of tithe funds appropriately for health personnel or the designation of a fixed percentage of the income of the union.

b. Recurring expense can be decreased by defining sources of medicine and medical supplies, use of voluntary workers and planning for their placement well in advance of the expected arrival.

c. Plans must be made for services that are presently unavailable in the region in order to draw paying customers. This would entail the opening of practices in urban areas in contrast to the majority of our health clinics/hospitals that are located in economically depressed areas.

d. There should be innovative plans to attract national workers by providing adequate housing, car depreciation to all doctors at entry level, realistic remuneration, allowances and opportunities to study and specialize.

e. For those medical personnel, in the event that an opportunity for upgrading is available, service rendered is counted as 1.5 times the actual time when considering the time of service rendered to the institutions compared to only a factor of 1 for those in urban areas.

f. Attempts should be made to remunerate Type “A” service doctors at the same level or even higher than government personnel or similar institutions in the area, including the granting of hardship allowances for those in isolated areas.

g. There should be deliberate involvement in other appropriate income generating activities that could augment income rather than be an added expense.

h. Institute a world/division-wide annual free-will offering for type “A” health institutions.

i. Operate a union or country health system wherein money generated by self-reliant institutions can be channeled to charitable mission outposts.

FH 65 15 Category B Health Institutions—Attractive remuneration packages are necessary to keep the self-supporting health institutions vigorous and successful. SID Policy provides for “Alternative Remuneration Plans”.in Y 05 05 section 6c (Principles of Remuneration Plan Development). Sub-section 10 of the same policy, “Variations for Commercial Business Organizations”, specifically addresses the case of self-supporting Health care institutions (type “B”).

1. Using this enabling policy, boards may implement financial solutions which include:

a. Utilize financial packages which allow participating doctors to collect a percentage of the consultation fees.

b. Issue to individual doctors or to a group practice, a licence to operate utilizing the name Adventist with the approval of the General Conference, with the understanding that their manner of operation is consistent with the standards and philosophy of our health institutions (see FH 65 20)

c. Remunerate medical personnel 200-300% or more than the wage factor, taking into account the ability of the employee to generate an income equivalent to what is paid, including all allowances, the profitability of the institution and the prevailing pay structure within the area.

d. Share a portion of the profit with the employees.

e. Grant franchises under the church health organization with the practices making a contribution to the church at a fixed percentage of gross income.

f. Any variation of the current wage policy requires the recommendation of the Country Health Board and submission to the DHSBG for final approval.

2. During implementation of any or all of these recommendations the standards of health services and those of the church should not be compromised, and there should be a continual “Quest for Quality”.

FH 65 20 Guidelines for the Issuing of Licences for the Use of the Name “Adventist” in Medical Practices run by Individuals or Groups—1. The division must approve a licensing model for clinical practices (e.g. medical, dental, optometry, physiotherapy) operated by lay member clinicians as private practices but using the name ADVENTIST in their practice name for the geographic areas involved and recommend the licence to the General Conference Corporation for consideration provided the clinical practice / facility meets the requirements for licensing under *GC Working Policy BA 40 Use of Existing Marks*:

The use of any existing trademarks including, but not limited to, the denominational logo, the name “Seventh-day Adventist” and/or “Adventist”, or any derivative of such trademarks, including, but not limited to “SDA”, are authorized as follows:

Lay and professional groups may not utilize trademarks owned by the General Conference Corporation without its express written approval. Applications for such use shall be made to the General Conference Corporation through the Office of General Counsel. Granting such licence to use trademarks owned by the General Conference Corporations shall be at the sole discretion of the General Conference Corporation based on the following conditions:

a. Recommendation by the local conference/mission/field that the lay or professional group requesting trademark usage be granted the licence;

b. The activities of the lay or professional group shall be in harmony with the teachings of and specifically supported by the Seventh-day Adventist Church;

c. The organization's board and membership [and the clinical practitioner] shall consist of Seventh-day Adventists in good standing;

d. The anticipated use of the trademark shall not be in conflict with previously granted licence(s); and

e. The trademark shall be utilized in noncommercial functions, except as approved by the General Conference Corporation.

2. The licence shall be limited to the name ADVENTIST and not the full name SEVENTH-DAY ADVENTIST.

3. The term of licence shall be limited to a reasonable time, not more than five (5) years, subject to termination for specific reasons including any misuse of the name ADVENTIST, or by the General Conference Corporation ("GCC") without cause. The licence may be renewed if all parties agree that it is in the best interests of the practice and the Church to do so. Upon termination of the licence, the clinical facility will cease all use of the name ADVENTIST.

4. The licence shall state that the use of the name ADVENTIST is granted on a non-exclusive basis to be used only in association with a specifically defined clinical practice and without right of assignment.

5. The Division will be delegated authority by the GCC to enter and terminate the licence agreement. The Division will provide a written licence agreement prepared by competent legal counsel in the jurisdiction where the clinic is located. In addition to business terms and other legal terms advisable in the jurisdiction, included in the licence agreement shall be the following provisions in substantially the form as provided below modified only by the requirements of the local applicable laws:

a. Licencee shall be duly licensed to practice in the jurisdiction and shall refrain from any activities for which Licencee is not licensed. If such licensure is not in effect or terminated, the Licencee has a duty to notify the Licensor and the Licence shall terminate.

b. Licencee may not sub-licence or assign the right under the licence to any other person or entity.

c. Licencee shall recognize the ownership of the mark of the General Conference Corporation of Seventh-day Adventists and not attack the title or any rights of the Church in or to the marks. The Licencee will not apply to register or maintain any application or registration respecting the Church's trademarks or services marks or any other mark confusingly similar thereto, or respecting any other proprietary rights of the Church, in any jurisdiction, domestic or foreign. The Licencee will not misuse the Church's trade or service marks, take any action that would bring the Church's marks into public

disrepute, or take any action that would tend to destroy or diminish the Church's goodwill in the Church's marks. Further Licencee shall not use the Church's marks, or any mark or name confusingly similar thereto, in its corporate, business or trade name.

d. Licencee agrees to indemnify, defend and hold harmless Licensor and its officers, directors, members and employees (and all affiliate organizations including the General Conference Corporation of Seventh-day Adventists) from and against any and all third party losses, damages, liabilities, obligations, judgments, causes of actions and costs and expenses (including reasonable lawyers' fees) arising from the licence granted hereunder or any activities related to the practice for which this licence is granted caused directly or indirectly by any act or omission of the Licencee, or its agents, employees, officers.

e. Subject to licencee's indemnification of licensor, in no case shall either party be liable to the other for any special, incidental, and indirect, exemplary, punitive or consequential damages.

f. Neither the making of this Agreement nor the performance of its provisions shall be construed to constitute either party (or as to the Licencee any of the Licensor's affiliated organizations) an agent, employee or legal representative of the other party for any purpose whatsoever, nor shall this Agreement be deemed to establish a joint venture or partnership. Each party to this Agreement is an independent contractor engaged in its own and entirely separate business. Neither party shall have any right or authority to create any obligation, warranty, representation or responsibility, whether expressed or implied, on behalf of the other party in any manner whatsoever. All employees of the Licencee shall be clearly informed, as shall the general public, that the employees and the Licencee are operated as a practice independent of the Church and that the employees are employees of the Licencee and not the Licensor. Licencee shall provide all required coverage for the employees including the payment of all employment taxes and Workers compensation coverage. Licencee shall further make it known to the public and patients that the clinic is operated by licence and is not owned or managed by the Seventh-day Adventist Church.

g. Any dispute that arises in the interpretation or fulfillment of this Agreement shall be resolved through mediation of other dispute resolution procedures as provided by the General Conference of Seventh-day Adventists.

h. The Licencee shall operate the practice in strict conformity with the beliefs, standards and practices of the Seventh-day Adventist Church as stated in the Church's fundamental beliefs, including but not limited to honesty and integrity in all dealings and honoring Sabbath observance. Failure to meet these requirements to the reasonable satisfaction of the Licensor shall be grounds for termination by the Licensor.

i. During the term of this licence, the Licencee shall, at its own expense, carry and maintain in force insurance in a policy or policies which shall name the Licencee, the Licensor, the General Conference of Seventh-day Adventists and the General Conference Corporation of Seventh-day Adventists as the insured parties, and in limits no less than the amount required by the Licensor, as amended from time to time, but never less than \$ [amount required by GC policy or as otherwise set by GC]. Such policies shall include general liability, property damage and professional liability (clinical malpractice).

FH 70 Dentists' Capitalization Fund

1. A Capitalization Fund shall be established and held by the Southern Africa-Indian Ocean Division for the purchase of necessary equipment for new dental practices and shall be funded as follows:

a. All dental practices shall contribute for each dentist connected therewith, a monthly amount set by the Division Executive Committee.

b. New practices shall commence payment at the beginning of the second year of the practice.

2. The fund may be used also for granting of loans toward working capital for new dental practices, at the discretion of the governing board and if the fund can afford it.

3. The fund shall be controlled by a board of governors consisting of the following:

Southern Africa-Indian Ocean Division president, chair

Southern Africa-Indian Ocean Division Health Ministries director,
secretary

One officer from each union in which a dental practice is functioning.

One dentist from each union in which a dental practice is functioning.

FH 75 Private Practice Guidelines

In order that denominational private practices (medical, dental, optical, and paramedical) wherever situated, may be conducted consistently and in harmony one with the other, the following policies shall apply:

FH 75 05 Weekly Hours—Every full-time professional employee in denominational private practices shall be expected to work a minimum of 35 hours per week. The bulk of this time shall be spent in seeing patients and the remainder in other church-related activity as approved by the calling organization.

FH 75 10 Annual Employment—Every full-time professional employee in denominational private practices shall be employed 52 full weeks per year.

An absence (i.e., holidays, annual leave, meeting, continuing education, etc.) must be approved before the absence occurs. In all cases, the approving and recording body shall be the board of that private practice. Where it is impractical to call a practice board meeting before the proposed absence, the approval of the union administration shall be obtained and the approved absence recorded at the next board meeting.

FH 75 15 Time Treating Patients—As a general rule, not fewer than an average of 120 hours per month should be spent in the treatment of patients.

FH 75 20 Non-Operating Expenditures—Expenditures totaling more than US\$200 per month for non-operating uses must be approved by the practice board.

FH 75 25 Consistent Service—Each practice shall be expected to provide consistent service in the community in which it is located and shall arrange to provide full-time patient care.

FH 75 30 Remuneration of Practice Employees—It shall be understood that employees of each practice shall be paid only for hours worked.

FH 75 35 Minimum Income—If the gross income per professional employee drops below US\$4,000 (equivalent in local currency) per month, the union administration shall look into the operation of the practice to determine its viability.

FH 75 40 Monthly Reports—Appropriate monthly reports as prepared by the Southern Africa-Indian Ocean Division Health Ministries Department director shall be rendered by each practice to the union Health Ministries Department director or, in the absence of such, to the Southern Africa-Indian Ocean Division Health Ministries Department director.

FH 75 45 Sidelines—The policy regarding employees' private interests applies to professional medical employees in the same way as it does to all other denominational employees.

FH 80 Doctors of Medicine, Dentistry, and Optometry

FH 80 05 Study Leave—Physicians, dentists, and optometrists working within the Southern Africa-Indian Ocean Division shall be permitted to take one year of post-graduate study either in the territory of the Division or in their homeland following six years of continuous service to the Division. During this year they may or may not be granted some financial assistance by their employing organization as funds permit. Regular salary will not be paid under provision of this policy unless prior negotiations authorize it. This year of study shall be recognized for service credit provided they re-enter denominational employment immediately after the completion of the year's study program. The year of study shall run concurrently with the time provided in FH 75 10.

FH 80 10 Continuous Education—1. *Inter-division/Interunion Service*—A physician/dentist/optometrist or other professional in inter-division/inter-union service shall be permitted to take post-graduate study at the time of Annual Leave or permanent return. Up to two weeks of time and a financial allowance as indicated in General Conference *Working Policy* P 70 25 shall be allowed by the employing organization for each year of service for post-graduate continuing education. Only time taken in an approved structured program for licensure and professional standing will be considered.

2. *Homeland Service*—A physician/dentist/optometrist or other professional in homeland service shall be permitted to take post-graduate study at the time of annual vacation, or as arranged with the employing organization. Up to two weeks of time and a financial allowance as indicated in General Conference *Working Policy* P 70 25 shall be allowed by the employing organization for each year of service for post-graduate continuing education. Only time taken in an approved structured program for licensure and professional standing will be considered.

3. *Time/Allowance*—The time and yearly allowance for post-graduate continuing education shall be in addition to Annual Leave time and allowance.

a. Any portion of the financial provision not used during the respective Annual Leave period shall revert to the employing organization and shall not be available during a succeeding Annual Leave period.

b. No credit for time not spent in study shall carry over from one Annual Leave period to another.

c. When a physician/dentist/optometrist returns to his/her homeland permanently, any post-graduate allowances accumulated must be used within two years of return or be forfeited.

4. *Responsibilities*—Planning for post-graduate study and the fulfillment of continuing education requirements for maintaining licensure is the individual responsibility of each professional. In planning post-graduate studies, licensure requirements, and career development needs shall be appropriately met.

a. Authorization for post-graduate study shall be obtained by submitting a request through the employing organization to the Division Executive Committee. The request shall include information regarding the period of time requested for study, the institution where the study will be taken, the courses to be taken, and the estimated travel and study expense.

b. If the employee plans to return to mission service after the Annual Leave, the request shall be submitted prior to leaving on Annual Leave.

c. If the employee is being transferred to another division the request shall also be submitted to the new division for approval.

5. The following criteria shall be considered when studying requests for post-graduate work:

a. The studies should help to meet the continuing education requirements to maintain licensure.

b. The study should be directed towards improving skills or knowledge in a field compatible with the professional background and responsibilities of the professional.

c. The studies should be at institutions in which the quality of instruction is recognized as appropriate.

6. The salary of the professional studying under the provisions of this policy shall be continued during this authorized period of study.

7. The financial provision in paragraph 1 above shall be paid only on presentation of receipts for actual expenditure authorized by the employing organization. (See General Conference *Working Policy* P 70 25 for further information.)

FH 85 Medical Internships

Internship in denominational hospitals with the Southern Africa-Indian Ocean Division may be offered on the following basis to a doctor who completes his/her course in the territory of the Division:

1. The Division shall decide upon the hospital or hospitals where the student shall intern, but following the appointment to a particular hospital the intern shall be under the director of administration of the hospital.

2. The internship shall be for a period of 12 months, or 6 months by arrangement with the Division, union, and the intern. Such arrangement shall be concluded prior to the commencement of the internship.

3. The intern shall sign an agreement as drawn up by the Division Health Ministries Department and available from Division treasury.

4. The rates of remuneration of single and married interns shall be as set from time to time by the Division Executive Committee. Interns shall be required to pay the cost of board, but shall not be called upon to pay rent. Should the spouse of the intern be employed on full salary as a single employee, the intern shall receive the same remuneration as a single intern and the spouse shall pay the percentage of rent payable by other regular single employees.

5. Fares for the intern from the medical school to the appointed hospital shall be borne by the union. If the intern is married, the fare of the spouse and any accompanying children shall also be borne by the union. Should the intern not enter the work at the close of his/her internship, the fare from the hospital to the home of the intern shall be paid by the union. Traveling expense shall be calculated according to denominational policy, but without extra baggage allowance.

6. Should the intern spend only six months in a denominational hospital, he/she shall be responsible for his/her fare from the hospital to his/her home. If the intern is married, he/she shall be responsible also for the spouse's fare and that of any accompanying children from the hospital to their home.

7. The medical directors of the hospitals, which are approved for internship, shall be members of the medical internship committee, with the Division Health Ministries Department director as chairperson. The committee shall recommend to the Division Executive Committee the minimum uniform general regulations that shall guide the hospital administration in providing the best possible training for the intern.

8. The internship salary and expense shall be borne by the union.

9. The year of internship shall be considered the first year of service, provided the intern enters denominational employ immediately thereafter.

FH 90 Stipends

All funds generated by a doctor/dentist/optometrist, including stipends, shall be remitted to the employing organization and all doctors/dentists/optometrists shall receive denominational salary rates and allowances as provided by policy.

FH 95 Costs of Securing Higher Standing by Doctors/Dentists/Optometrists

When a doctor/dentist/optometrist, as authorized by the employing organization and the Division Executive Committee, undertakes special study with a view to acquiring advanced professional standing—whether this work is done while still carrying regular institutional work or while on Annual Leave—and such studies involve expense such as books, associated fees, and examination fees, these expenses shall be shared equally by the employing organization and the professional, and the amount allowed shall not be considered as post-graduate allowance in terms of the policy covering post-graduate work.

FH 100 Nurses' Post-Graduate Work During Annual Leave

Nurses are encouraged to take post-graduate or advanced work at Annual Leave time and may be granted one month for post-graduate or advanced study to run sequentially following the Annual Leave. Financial provision shall be made on the same basis as that for other employees. The employing organization shall bear the cost of the nurse's salary while on Annual Leave and study leave, and the Division shall be responsible for the tuition. If this month for post-graduate study is not taken, there shall be no carry-over from one Annual Leave to the next. This

month of study time must be applied for and approved prior to departure on Annual Leave.

FH 105 Students at Approved Medical Schools

When, upon recommendation of a union, the Division Executive Committee decides to send a student for medical training, it shall be an approved medical school of recognized standing on the continent of Africa or such school whose fee structure is comparable with those on the continent. He/she shall be assisted as follows from a revolving fund established by the Division:

1. Assistance may be given to a student on a deferred repayment loan basis.

2. A loan shall be negotiated by the union for the student between the student and the Division, the union acting as the guarantor to the Division for the loan.

3. Interest on the loan shall be paid annually by the sponsoring union and debited to the student's account.

4. A limit to the annual amount that may be borrowed shall be set by the sponsoring union.

5. There shall be a strict and meticulous screening of candidates for loans, with special emphasis upon the following:

Character and spirituality

Academic record

Stated objectives by the candidate as to his/her commitment to denominational employment

On-going success at the university

Tithe record

6. The provisions of this policy shall be made available to any Seventh-day Adventist student who fulfills the screening requirements.

7. Upon completion of his/her studies and internship, the student, having chosen and been accepted for denominational employment, shall have his/her debt amortized by service, a year for each year of support by his/her employing organization.

8. Should a student, for any reason including a denominational decision not to employ him/her, not enter denominational employment upon completion of his/her internship, the full loan, including its accrued interest shall immediately become payable.

9. The loan shall be insured by the Division and the premium thereon shall be debited to the student's account.

10. The Division shall be responsible for the development of a written contract duly signed and dated by the student and the appropriate union. Such contract will make provision for the following:

- a. The names of the contracting parties (union and student).
- b. A statement of commitment by the student to enter denominational employment upon completion of his/her studies.
- c. The student's acceptance of responsibility to amortize the loan through service or immediate repayment of the loan plus accrued interest if denominational service is not entered upon when the study program is completed.
- d. Such other clauses as may be regarded as desirable by the student, the union, and the Division.
- e. Students accepted shall provide personally, on an annual basis to their home base union, 10 percent of the cost of their education.
- f. Students accepting a Southern Africa-Indian Ocean Division revolving loan bursary shall agree to accept no other funding unless approved by the Division Executive Committee.

FH 110 Adventist Health Service Bursary Fund

1. In the event that a union operates its own Adventist Health Service and that organization operates a bursary fund, a student making use of the fund shall be under contract with the Adventist Health Service. No student may avail himself/herself of the loans provided under the section on students at approved medical schools and also an Adventist Health Service bursary, except upon the express approval of his/her union committee in which case they will tailor the amounts to suit the requirements and needs of the student.

2. In the event that a bursary recipient desires to take up a hospital or other appointment for a stated period for the purpose of securing experience either immediately after internship and before entering denominational service or while in mission service but before the completion of his/her contract, provided his/her plans are approved by the Division Executive Committee, he/she shall not be regarded as having broken his/her contract but shall be required to repay in cash a portion of his/her loan on the basis of being credited with one year of loan for each year of service with the aforementioned hospital or other appointment.

FH 115 Medical Students Visiting Hospitals

Medical, dental, and nursing students who are members of the Seventh-day Adventist Church are eligible for the privilege of visiting mission hospitals during the clinical part of their medical course as may be arranged by the union

committee, with the understanding that preference shall be given to those who plan definitely to enter denominational service. Expense will be shared as follows:

1. The institution shall be responsible for the entertainment of the student
2. Intradivision transportation costs between the student's home and the institution concerned shall be the student's responsibility.

FH 120 Constitution for Medical Institutions

There are two plans for hospital administration, the most common being the Medical Director Plan. The second is known as the Administrator Plan. While the constitution which follows is designed for the Medical Director Plan, it will serve the Administrator Plan just as well, with minor adjustments in terminology in appropriate places.

FH 120 05 Alternate Hospital Administrator Plan—In order to meet certain unique needs in some areas of the Southern Africa-Indian Ocean Division, the existing structure in which the medical director serves as the head of the institution with a supporting business manager may be modified. The plan which involves a medical director and a business manager is to be recommended in most situations, but because of patterns of work, personality difficulties or variations in experience, a Hospital Administrator Plan may be implemented. In this situation, the management board and its committees shall operate in exactly the same way as outlined under the plan which involves a medical director with a business manager, with the only difference being that the administrator is the ranking officer in addition to serving as chairperson of the hospital administration committee and assuming the responsibilities that would be carried by him/her under the Medical Director Plan. Under the Hospital Administrator Plan the medical director will be known as chief of medical staff, and as chief of medical staff will continue to direct the medical affairs of the institution with the director of nurses and the school of nursing coming under his/her direction. He/She will then be responsible to the administrator and to the board for medical direction of the hospital.

Under this arrangement, further duties will be defined by the management board in counsel with the Division Health Systems Board of Governors for both the administrator and the chief of medical staff.

FH 120 10 Constitution for Union-operated Medical Institutions (Medical Director Plan):

Article I—Name

This medical institution shall be known as Hospital (and/or Dispensary, and/or Clinic) of Seventh-day Adventists, and shall be located at _____.

Article II—Object

The object of the shall be to advance, through medical missionary work, the cause and kingdom of Jesus Christ, the Great Physician; to further by all proper and legitimate agencies and means a better knowledge of the laws of life and true hygiene, the relief of suffering, and the prevention and cure of disease; to educate and train nurses and other medical personnel in benevolent, charitable, philanthropic, and Christian help work for the uplift of humanity.

Article III—Constituency

Sec. 1. The constituency of this institution shall be the delegates to the regular session of the Union of the Seventh-day Adventist Church.

Sec. 2. The duties of the constituency shall be:

a. To define overall policies and principles governing the institution.

b. To hold regular meetings and receive reports from the Country Health Board.

c. To elect a management board or Country Health Board charged with the overall responsibility of the business of the institution for the ensuing quinquennial period as outlined in Article IV.

Sec. 3. Special meetings of the constituency may be called by the Union Executive Committee upon request from the management board when deemed necessary and so indicated by favourable vote of two-thirds of the members of the management board.

Article IV—Board of Management

Sec. 1. This medical institution, operated by the Union, shall be under the direct control of a management board or the Country Health Board.

Membership—It is not considered desirable for a board of management to be made up too largely from among the staff of the institution controlled by the board. Too large a representation from the institution results in a situation of self-management, self-direction, and institutionally directed policy formation as opposed to policy formation as a projection of the thinking and purposes of the constituency ultimately responsible for the institution.

Major interests of the institution's administration and finance and educational professional service may well be represented on the board by the individuals responsible for these areas. The actual number of institutional

employees to serve on the board may be determined by the size, importance, and complexity of the institution involved. Other members of the board will be selected from the committees on administration of conference/mission/field, union, or Division organizations administratively related or situated in the area of the institution, or such persons as will, because of experience, responsibility, ability, or interest, be able to bring counsel or support to the administration.

Membership on such boards serves essentially three purposes:

1. Representation of the interests of the institution on the administrative board.
2. Correlation of the activities of the institution with the other interests of the work in the field.
3. Provision of experience for younger or new members in the methods of organization and administration.

In the process of appointing boards, constituencies are counseled to bear these considerations in mind.

Sec. 2. The management board shall be comprised of:

Union president, chair

Union executive secretary or treasurer/ chief financial officer,
vice-chair

Union health ministries director, Hospital Administrator,
Medical Director or Chief of Medical Staff as
secretary, as designated by the Board

Hospital Administrator and Chief of Medical Staff, or only the
Medical Director of each hospital

CEOs or institutional heads of all other health facilities*

Four lay representatives chosen for their expertise in health care
operations

Three members of the executive team of the DHSBG

One institution chaplain

ADRA country director

**Those marked with an asterisk are advisors to the board with voice but no vote.*

Sec. 3. The duties of the management board shall be:

a. To hold meetings at regularly scheduled intervals for transactions of the business of the institution, at such time and place as may be named by the chairman or vice chairperson. Special meetings may be called when necessary.

b. To accept legal responsibility for the operation of the institution and the conduct of its business.

c. To appoint quinquennially the medical director, business manager, assistant medical director, director of nursing; and directors and business managers, assistant medical directors, and directors of nursing of branch institutions; and to appoint annually the accountant, medical and dental staff

and their officers, associate director of nursing, heads of departments, and committees of the management board, and to define the scope of their authority and responsibility.

- d. To implement the overall policy of the institution.
- e. To approve the fees charged by the institution for medical, dental, surgical, obstetrical, and other services rendered.
- f. To act upon major personnel appointments and changes.
- g. To receive gifts, annuities, and other assets in behalf of the institution.
- h. To appoint annually the House Committee which is comprised of the department heads.
- i. To act upon major business transactions of the institution such as land purchase, new building, major alteration, purchase of expensive equipment, etc.
- j. To approve the annual budget and receive reports of the operation of the institution.
- k. To formulate adopt and act on the recommendations of the Administrative Committee plans for the ensuing year.
- l. To appoint annually the Hospital Administration Committee.

Sec. 4. The term of office of members of the management board shall be five years, to coincide with the Union quinquennium.

Sec. 5. The Union Committee shall fill vacancies in the membership of the management board caused by resignation or removal of non-ex-officio members.

Sec. 6. All appointments, the purchase or sale of land, major contracts, and other similar documents to be executed for the institution shall be signed by both the chairman or the vice chairperson and the medical director of the institution.

Sec. 7. Major Session—A majority of the membership of the management board, including the chairman or vice chairperson shall constitute a quorum for the transaction of business. Such a meeting shall constitute a major session of the management board. The management board shall have at least one major session annually.

Minor Session—Regular interim meetings which shall meet at least bimonthly shall be called by the chairman. Five members, including the chairman (or vice chairperson) shall constitute a quorum for the transaction of business. Such a meeting shall constitute a minor session of the management board. All actions of the minor session shall be considered final provided they are within the limits of authority outlined in Sections 8, 9, and 10.

Sec. 8. The board in minor session shall be limited in its expenditures to an amount to be fixed by the management board at a major session. All proposed expenditures for new enterprises, equipment, or repairs in excess of the sum

indicated are to be brought to the management board at a major session for authorization.

The board in minor session shall approve the expenditures for the purchase of minor replacements and minor items of new equipment within the limits defined by the management board in major session and shall authorize stocks of merchandise and raw materials other than routine orders.

Sec. 9. The management board in minor session shall have authority to employ and discharge employees other than those listed in Article IV, Section 3, paragraphs c) and f). They shall also arrange for staff and department head vacations and approve the granting of benefits provided by policy.

Sec. 10. The management board in major session shall be authorized to delegate further authority to the minor session as it deems advisable.

Article V—Hospital Administration Committee

Sec. 1. Good administration seeks the widest counsel available. This is best provided by advisory committees. Successful management makes way for counsel on a committee basis in each major area of administration.

Sec. 2. Purpose—It will be the function of the Hospital Administration Committee to serve primarily as the executive group in day-to-day operations of the hospital. This will give the medical director the benefit of the thinking of the leadership within the institution and the cooperation of such a group in the execution of plans and policies.

Sec. 3. Duties—a. Consider all matters of institutional operation, staffing, expenditures, budgets, problems, and accomplishments.

b. Make recommendations to the management board in matters pertaining to policy, personnel changes, major expenditures, and other items deemed important for consideration.

c. Hold regular meetings with a minimum of one meeting per week.

d. Act on the various leaves due to the employees. Schedule leaves so as not to hamper the efficient operation of the institution.

e. Employment, appointment and termination of all employees except for top level management positions like the hospital administrator, officers in charge of the clinic, medical director and chief of medical staff which are recommended to the Country Board.

f. Approve the various fees charged by the institution for medical, dental, surgical, obstetrical and other services rendered.

g. Approve purchases and business transactions according to the maximum amount provided by the management board.

Sec. 4. Chair—a. The chair shall be the medical director or other person designated by the management board.

b. The vice chair and the secretary shall be designated by the country board.

Sec. 5. Membership:

- Medical director
- Business manager
- Director of nursing
- Principal tutor of the school of nursing
- Chief of Staff if the hospital is under an administrator
- One head of a hospital department
- Chaplain
- Two other lay members with experience and expertise in health management

Article VI—House Committee

Sec. 1. Appointment—A House Committee shall be appointed annually by the management board in a major session for each medical institution.

Sec. 2. Functions of the House Committee shall be:

- a. To meet for spiritual fellowship and prayer.
- b. To exchange mutual counsel between department heads and the administration.
- c. To discuss policies, information, progress reports, and plans.
- d. To make recommendations in matters pertaining to policy, personnel changes, major expenditures, and other items, deemed important for consideration.
- e. To promote a good rapport among department leaders.
- f. To meet regularly with a minimum of one meeting per month.

Sec. 3. Membership—a. The chairperson shall be the medical director or other person delegated this responsibility in line of authority.

b. The secretary of the House Committee shall be appointed by the management board.

c. The other members shall be:

- Business manager
- Director of nursing
- Heads of all hospital departments
- Such other persons as will bring counsel and strength to the administration.

Article VII—Duties of Officers of the Institution

Sec. 1. Medical Director—The medical director shall have general charge of the activities of the institution. He/She is responsible, under the direction of

the management board, for the professional standards and the ideals of the institution in all its phases. He/She is directly responsible for the medical work, delegating to associate physicians, the director of nursing service, the director of the school of nursing, and other employees in professional lines, such duties as he/she, in harmony with board policy, shall see fit. It is recognized that the major interest of the medical director is the professional and spiritual guidance of the institution. Where there is dual administration under a Medical Director Plan, the medical director is the ranking officer of the institution. It is his/her duty to develop or maintain job analyses of sufficient detail to make clear the essential duties of the employees in the more responsible positions of the institution. He/She may delegate to appropriate administrative officers the responsibility of preparing these descriptions as may be pertinent to their departments. Final drafts will be studied by the administrative staff and submitted to the management board for its consideration and approval.

Sec. 2. Business Manager—It shall be the duty of the business manager to have general charge of the financial operation of the institution as outlined by the management board in counsel with the medical director, including the purchase of supplies and the collection of accounts. He/She shall, in collaboration with the medical director, prepare the annual budget for presentation to the management board. He/She shall be responsible for the transaction of all routine business of the institution. He/She is responsible for the maintenance of the equipment and the physical plant in harmony with the standards of the area and in accord with the policies of the management board. He/She is responsible for all non-medical departments of the institution and for the direction of the personnel of such departments. He/She shall bring to the attention of the board all matters affecting the financial and economic interests of the institution.

Sec. 3. Assistant Medical Director—It shall be the duty of the assistant medical director, if such be provided, to execute such duties as may be assigned by the board and the medical director.

Sec. 4. In view of the dual administration, matters for presentation to the board shall be the joint concern of the medical director and the business manager.

Sec. 5. Assistants in Training—To facilitate training of employees, it should be the policy of our hospitals to bring into these institutions assistants to medical directors, business managers, heads of nursing service, deans of nursing schools, supervisors, matrons, technicians, dieticians, chefs, and other employees in key positions.

Article VIII—Nursing

Director of Nursing—The director of nursing shall have general direction of all nursing activities of the institution, including the school of nursing, and shall perform such other duties as usually pertain to such office. Provision may be made for:

1. An associate director of nursing service.
2. An associate director of the school of nursing (hospital school).

Article IX—Schools of Nursing, Midwifery, and Allied Health

Sec. 1. The institution may operate schools of nursing, midwifery, and allied health as authorized by the board and approved by the Division and, provided it is on a collegiate level, by the General Conference. All teaching appointments shall be approved annually by the board.

Sec. 2. The faculty of the schools shall be responsible for the teaching, discipline, and all extra-curricular activities, and for the maintenance of a high standard of instruction and conduct.

Article X—Wages of Employees

The wages of all employees contracted by the medical institution shall be fixed and/or confirmed by the board.

Where it is deemed advisable for the board to appoint a smaller committee for the purpose of fixing and/or confirming the salaries of employees of the institution, such committee shall comprise of from five to nine members, with an officer of the union or Division as chairperson.

Article XI—Audits

The accounts of the medical institution shall be audited at least once each calendar year by the General Conference Auditing Service, Southern Africa-Indian Ocean Division.

Article XII—Assets

Since the medical institution is a non-profit institution of the Seventh-day Adventist denomination, it is expressly understood that no dividends or earnings shall ever be distributed to any member of the constituency.

Article XIII—Amendments

This constitution may be amended at any meeting of the constituency by a two-thirds vote of those in attendance, with the approval of the Southern Africa-Indian Ocean Division.

Article XIV—Dissolution

Sec. 1. The dissolution of this institution may be affected by a three-fourths vote of the constituency present and voting at any regular or special session of the constituency, provided that, if it is proposed to dissolve the institution at a special session, notice of the proposal to dissolve shall be given in the call for the special session.

Sec. 2. After all claims against the institution have been satisfied, any remaining assets shall be transferred to the _____ Union of the Seventh-day Adventist Church.

Article XV—Indemnification

The health institution shall indemnify any person who is serving or has served as a member of the board or officer of the health institution (and his/her executor, administrator, and heirs) against all reasonable expenses (including, but not limited to judgments, costs, and legal fees) actually and necessarily incurred by him/her in connection with the defense of any litigation, action, suit, or proceeding, civil, criminal, or administrative, to which he may have been a party by reason of being or having been a member of the board or officer of the health institution, except he/she shall have no right to reimbursement for matters in which he/she has been adjudged liable to the health institution for negligence or misconduct in the performance of his/her duties.

The right of indemnification shall be in addition to, and not inclusive of, all other rights to which such member of the board or officer may be entitled. This right of indemnification may be expanded or contracted as allowed under local law and as adopted by the constituency.

**PUBLIC AFFAIRS AND RELIGIOUS LIBERTY—
DEPARTMENTAL POLICIES**

FL 05 Philosophy

The use of force and coercion is inimical to authentic religion. God accepts homage and worship only when they are freely given. While all human rights are of great importance, religious liberty is unique and of special significance. It deals not only with the inter-human dimension, but with a person’s relationship with God, the Creator. Seventh-day Adventists therefore view religious liberty as the primordial human right that undergirds all human rights.

Separation of church and state offers the best safeguard for religious liberty and is in harmony with Jesus’ statement, “Render therefore unto Caesar the things which are Caesar’s; and unto God the things that are God’s” (Matt 22:21). The Public Affairs and Religious Liberty Department encourages, where feasible, such separation. The Public Affairs and Religious Liberty Department also believes that the union of church and state is a sure formula for discrimination and intolerance and offers a fertile soil for the spread of persecution.

In view of its divinely ordained role, civil government is entitled to respectful and willing obedience, to the extent that civil laws and regulations are not in conflict with God’s requirements, for it is necessary “to obey God rather than men” (Acts 5:29).

FL 05 05 Religious Liberty—1. Religious liberty includes the fundamental human right to have, adopt, or change one’s religion or religious belief according to conscience and to manifest and practice one’s religion individually or in fellowship with other believers, in prayer, devotions, witness, and teaching, including the observance of a weekly day of rest and worship in harmony with the precepts of one’s religion, subject to respect for the equivalent rights of others.

2. Religious liberty also includes the right to publish literature, operate church schools at all levels, as well as other institutions, ecclesiastic control of doctrine, polity and appointment of ministers and church officials, without outside interference, and the right to have regular international contacts and interrelationships with coreligionist and church organizations in all parts of the world.

FL 10 Purpose

The Public Affairs and Religious Liberty Department, one of the original core departments of the Church, was established to promote and maintain religious liberty, with particular emphasis upon individual liberty of

conscience. In so doing, the Public Affairs and Religious Liberty Department is involved in government relations, inter-church contacts and, where indicated, networks with non-governmental organizations which have kindred goals in upholding religious freedom. The department not only works for the religious liberties of both individual church members and organized entities of the Church, but also supports the rightful religious liberties of all people.

In view of the Seventh-day Adventist understanding of the “great controversy” and the climactic events of human history involving union of church and state, eliminating the free exercise of religion, and resulting in persecution of the faithful remnant, the Public Affairs and Religious Liberty Department monitors and seeks to interpret prudently current trends that may reflect the prophetic scenario.

FL 15 Departmental Responsibilities

1. The General Conference Public Affairs and Religious Liberty Department is responsible for developing global religious liberty strategies and programs for the Church, in harmony with FL 05 and FL 10. This program will include appropriate strategic contacts and relationships with various governments, the United Nations, especially the Economic and Social Council and the Human Rights Commission, and the United States Congress and State Department.

2. In addition to supporting the publishing of *Fides et Libertas*, the journal of the International Religious Liberty Association, the Public Affairs and Religious Liberty Department directly supports the North American Division, financially and otherwise, in publishing *Liberty, A Magazine of Religious Freedom*, for which the Public Affairs and Religious Liberty Department director serves as a consulting editor.

3. The General Conference Public Affairs and Religious Liberty Department supports the various divisions in the promotion of the annual Religious Liberty Sabbath and special offerings for religious liberty ministry.

4. The Public Affairs and Religious Liberty Department director serves as secretary of the General Conference Public Affairs and Religious Liberty World Affairs Committee, the Public Affairs and Religious Liberty Committee—General Conference/North American Division, and the Protocol Committee.

FL 20 International Religious Liberty Association

The Public Affairs and Religious Liberty Department of the General Conference carries on a number of functions in cooperation with the International Religious Liberty Association. Founded in 1888 by Seventh-day

Adventists and reorganized in 1946, the International Religious Liberty Association has enlarged its sphere of support and activity by including on both its Board of Directors and Board of Experts, religious liberty advocates from different faith communities. The director of the Public Affairs and Religious Liberty Department serves as Secretary General of the International Religious Liberty Association. One of the main activities of the association is the conducting of international and regional religious liberty congresses, conferences, and seminars.

The Public Affairs and Religious Liberty Department of the General Conference gives support to the International Religious Liberty Association in publishing the journal *Fides et Libertas* and a newsletter, *IRLA Information*. The Public Affairs and Religious Liberty Department also develops, jointly with the various English-speaking divisions, policies for the financial support and circulation of this English language religious liberty journal.

FL 25 Religious Liberty Litigation

In various countries it may become necessary from time to time to take legal action in defense of the religious liberty rights of church organizations or individuals, including the right of Sabbath observance. However, before resorting to the courts, every effort should be made to settle matters equitably in support of free exercise of religion. Prudence should always prevail when it appears advisable to seek rights or redress through the judicial system, not the least because of the heavy costs that can be incurred and the possible far-reaching consequences of court decisions.

The Southern Africa-Indian Ocean Division shall establish procedures governing religious liberty litigation within its territory.

**PUBLISHING MINISTRIES—
DEPARTMENTAL POLICIES**

FP 05 Philosophy

The publishing work, developed by James and Ellen White before the Seventh-day Adventist Church had a name or organization, was ordained to play a prominent role in giving the everlasting gospel to the world in preparation for the second coming of Jesus. The Publishing Ministries Department of the Southern Africa-Indian Ocean Division is committed to this God-given task.

FP 10 Purpose

The Publishing Ministries Department of the Southern Africa Indian-Ocean Division coordinates the overall publishing work in the Southern Africa-Indian Ocean Division. It serves as a resource center for development, production and distribution of literature, and the translation for printing of Ellen G White books.

FP 15 Basic Principles for Operating Publishing Institutions

FP 15 05 Church organizations on various levels own and operate denominational publishing houses for the furtherance of the work of the Church. Therefore it is imperative that they be operated in harmony with the spiritual purposes, objectives, and principles of the Seventh-day Adventist organization. Boards of management and the employees in these institutions, individually or collectively, are urged to make no attempt to alter or depart from the established principles or fundamental practices of the Church in the conduct of its institutional work, except within the framework of approved church procedures.

The denominational publishing houses are dedicated to the purposes and mission of the Church, and only those persons who are willing to support the religious objectives of the Church should be employed.

The conduct of institutional work should always be placed upon and kept at a high spiritual level. From the boards of trustees, right through the plant, including managers, treasurers, department heads, superintendents, foremen, and employees in all departments there should be maintained, at all times, a spirit of Christian fellowship, cordial cooperation, and mutual respect. In harmony with the foregoing principles, the following policies shall apply:

1. Frequently scheduled meetings of the respective institutional families shall be held, at which times the work of the institution and matters relating to

the employees in general may be considered, items of interest may be reported upon, and plans for further expansion and development studied. At such meetings, members of the institution’s family may offer suggestions for improving the work of the institution.

2. Full information relating to the personal well-being of the employees, such as hours of employment, plan of remuneration, sick benefits, compensation, insurance, and other allowances shall be made available to those entitled to such information.

3. The constituencies, in the election of the respective boards of management, shall include suitable and experienced individuals from among the institutional family and the field; and in making up the executive committees these boards shall take care to see that a reasonable balance from the various departments is maintained.

4. When new organizations within institutions are desired, they shall be organized in counsel with and by approval of the respective institutional boards and in harmony with the principles of denominational institutions.

5. Appropriate credentials or licences shall be issued to all regular full-time employees in publishing institutions in harmony with the provisions of the General Conference/Division working policies.

FP 15 10 Publishing House Organization—Publishing houses shall be organized as not-for-profit organizations and not as stock companies. This or similar forms of organization shall be followed in all countries where the laws allow.

FP 18 Publishing Ministries Departmental Policies

Bylaws Governing the Operation of Seventh-day Adventist Publishing Houses, Union Conference/Mission Operated Institutions

Article I Name

This organization shall be known as the _____ Publishing House of Seventh-day Adventists, located at _____.

Article II Territory

This publishing house is organized to serve the territory of the Union/s, Conference/Mission of Seventh-day Adventist and shall have exclusive rights to the wholesale and retail distribution of all Seventh-day Adventist literature in said territory. It shall be recognized as the Church's publisher and distributor of denominational literature.

Article III Objective

The publishing house shall disseminate religious and moral instruction by printing*, publishing and circulating religious, educational and health literature; to serve the printing needs of the church organization and institutions on all levels, within its territory; to secure and hold copyrights of books, textbooks, works of art, periodicals, tracts, and pamphlets; to make use of any and all of its resources, donations and appropriations for the purpose of carrying out and furthering these aims and objectives.

Article IV Constituency

Sec. 1. The _____ Publishing House shall have as its constituency the same with the union that operates the publishing house.

Article V Board of Directors

Sec. 1. The publishing house shall be under the direct control of a Board of Directors, (not to exceed ____ members), consisting of the following members elected by the constituency.

Membership:

- Union President, Chairman
- Publishing House Manager, Secretary
- Union Executive Secretary
- Union Treasurer/ Chief Financial Officer
- Division Officer (*ex officio*)
- Division Publishing Director (*ex officio*)
- Union Publishing Director
- One or two Conference/Mission President
- Up to four lay members

Invitees:

- Publishing House Chief Financial Officer
- Publishing House Marketing Manager
- Publishing House Editor
- Publishing House Production Manager
- ABC manager/ Coordinator

Sec. 2. The term of office for members of the Board of Directors shall be five years to coincide with the _____ Union Conference/Mission quinquennial period.

* This may also include outsourcing

Sec. 3. The _____ Union Conference/Mission shall own and operate the publishing houses. The president of the _____ Union Conference/Mission that operates the publishing house shall be chairperson, and the manager of the publishing house shall be secretary of the Board of Directors. In the event that the chairperson is not able to attend, he shall designate another union officer as chairperson.

Sec. 4. Publishing house constitutions may be drafted by the publishing house Board of Directors, and approved by the publishing house constituency and Division Committee.

Sec. 5. The duties of the Board of Directors shall be:

- a. Appointments: To appoint quinquennially
 1. Publishing House Board of Management (when applicable)
 2. Publishing House Administrative Committee
 3. Literature Reading Committee
 4. Product Planning and Marketing Committee
 5. A Manager
 6. A Marketing Manager
 7. Editor
 8. Chief Financial Officer
 9. Production Manager
- b. General Responsibilities:
 1. Outline and control the policies of the publishing house in harmony with the policies of the Union and Division
 2. Receive annual reports of the workings of the publishing house
 3. Approve the budget and review the wage audit
 4. Adopt and formulate plans for the accomplishment of the work for the ensuing year.
 5. Transact such other business as may come before the Board.

Sec. 6. The Board of Directors shall meet at least twice a year, preferably at the publishing house. Additional meetings may be called by the chairperson when necessary.

Sec. 7. The Board of Directors shall approve major equipment purchases of the publishing house. A major purchase shall be defined as any purchase above _____

Sec. 8. The Board of Directors is empowered to employ and discharge employees to meet the needs of the publishing house.

Sec. 9. A majority of the publishing house Board of Directors membership, including the chairperson, shall constitute a quorum for the transaction of business.

Sec. 10. Vacancies in membership of the Board of Directors caused by resignation or removal of *non-ex-officio* members shall be filled by the Board of Directors with the union committee approval.

Sec. 11. All appointments, contracts and other similar documents to be executed for the institution shall be signed by both the chairperson and the secretary of the Board of Directors.

Sec. 12. Travel and other expenses to board meetings for Church employed board members are to be paid by the respective employing organizations.

Sec. 13. A copy of the minutes of the board of directors, in English, shall be sent to the Division Publishing Ministries Department within 30 days following the board meeting.

Article VI Amendments

Amendments or revisions to the bylaws shall be approved by a two-thirds majority vote of the delegates present and voting at any duly called constituency meeting of the Union Conference/Mission.

FP 20 Appointment of Editors and Translators

Editors, associate editors, and translators for the principal denominational journals, and book editors and associate book editors for all such publications of publishing houses in the Southern Africa-Indian Ocean Division shall be nominated by the respective publishing house boards and/or publishers and approved by the Southern Africa-Indian Ocean Division Executive Committee before final appointment by publishing houses or publishers.

Appointments shall be based on a person's demonstrated skill in writing and in careful handling of manuscripts, as well as on knowledge of publication production and of the particular field dealt with by the publication. The editors and translators shall be Seventh-day Adventists in regular standing who have given evidence of being dedicated employees in the Church.

In addition to having editorial skills, the senior editors of publications dealing with theological matters shall be experienced Bible students with skill and experience in interpretation, shall have maturity in the Church and a wide exposure to its total work, and a broad background of ministerial or similar experience.

FP 25 Hymnbooks

The publication of church hymnals and major songbooks for general use in the churches is controlled by the Division in consultation with the General Conference.

FP 30 Independent Publications

FP 30 05 Independent Publications—In order to safeguard the teachings of the Church and maintain a high standard for publications, manuscripts for publication in the form of tracts, pamphlets, or books for general distribution through authorized denominational channels shall be submitted to a regular denominational book publishing committee for evaluation, endorsement, and final decision as to publication. This provision shall not apply to unbound duplicated sermons prepared by evangelists for free distribution or to radio sermons offered to listeners free of charge.

FP 30 10 Copyrights—Copyright policies of the publishing houses shall operate in harmony with national and international copyright laws.

FP 30 15 Ellen G White Publications—The General Conference recognizes the Ellen G White Estate, Incorporated, established by Ellen G White herself, as the owner and proprietor of all her writings, thus bearing responsibility for their care, publication, and circulation. This relates to all Ellen G White writings whether or not under copyright. Permission for publication of these writings emanates from the Ellen G White Board of Trustees. The General Conference calls on organizations and persons, within or without the Church, to honor the provisions of the author for the continuing custody of her writings.

FP 30 20 Authorized Stock and Promotion—1. Adventist Book Centers, Home Health Education Service offices, and churches shall stock and promote only those books, pamphlets, tracts, periodicals, magazines, video tapes, and recordings which are regularly produced under denominational direction or are furnished through denominational publishing houses.

2. ABC/HHES shall not purchase or carry in stock literature produced, promoted, or published by individuals on their own responsibility or by non-Seventh-day Adventist publishers, except as hereinafter specified.

a. Orders received from customers for such publications may be referred to the publisher and promoter of the same.

b. Such literature shall not be given apparent approval through reading notices, advertisements, or by listing in catalogues.

c. Union and local conferences/missions/fields shall cooperate in a united effort to curtail the publication of independent literature by conference/mission/field employees.

3. Literature approved by reading course committees and other books approved by a denominational book committee shall be handled and promoted in the same manner as denominational publications. Reading course books not published by the denomination are to be stocked and promoted only during the life of the course of which they are a part.

FP 35 Publishing Houses

FP 35 05 Approval of Denominational Publishers—All denominational entities wishing to engage in publishing activities within the territory of the Southern Africa-Indian Ocean Division must receive prior approval from the Southern Africa-Indian Ocean Division Executive Committee in order to function. In the origination, translation, and distribution of denominational literature such publishing operations shall be regarded as publishing houses eligible for all the courtesies, discounts, and privileges currently received by other denominational institutions. This standing is not contingent upon whether or not a printing establishment is connected with the institution.

FP 35 10 Union Publishing Houses/Printing Plants—1. *Board of Directors*—Union publishing houses shall be operated and controlled by a board of directors as outlined in the management policies. The publishing house shall be recognized as a publisher of all denominational literature for the union where located and provide special services to other unions as coordinated by the Publishing Ministries Department director of the Southern Africa-Indian Ocean Division.

2. *Authorized Union Publishing Houses*—The union publishing houses are authorized to serve the territory of the Southern Africa-Indian Ocean Division.

3. *Printing Plants*—a. Printing plants are printing organizations established in a territory because of special circumstances. They provide for the printing and binding of books and other small literature. Where necessary, printing plants may originate or typeset materials such as Sabbath School supplies and other items for church use.

b. Printing plants do not have publishing house status and shall work in close collaboration with the recognized, established publishing houses responsible for all book organization work for the region.

c. The printing plant manager and management board shall be appointed by the union committee. The establishment of such plants shall be by Division Executive Committee action.

4. *Union Paper Advertisements*—Editors of union papers shall not accept advertisements for unauthorized literature.

FP 35 15 Working Capital Requirement for Publishing Houses—Publishing houses shall maintain working capital equivalent to the total of net accounts receivable, inventories, and allocated net worth based on the balance sheet for the latest complete fiscal year. Liquid operating capital equivalent to the total of current liabilities and allocated net worth shall be maintained in the following forms of investment:

1. Cash
2. Commercial and savings banks
3. Savings and loan associations

4. Short-term government obligations.

FP 35 20 House Committee—A house committee shall be appointed by each publishing house board and shall deal with routine and administrative matters with the manager serving as chairperson. Each board shall decide its terms of reference and the amount the house committee may spend without board action.

FP 35 25 Guarding Financial Structure of Publishing Houses—In harmony with instructions from the Spirit of Prophecy to safeguard their capital structure, to provide funds for new literature, to join the field in intensive promotion, to improve plant and equipment, to aid in reducing manufacturing and distribution costs, and to build up adequate reserves as recommended by the General Conference, publishing houses shall not make appropriations from profits except to such projects as would directly serve the interests of the literature ministry as recommended and approved by the Division Committee.

FP 35 30 Publishers' Rights—Denominational publishing houses primarily serve an assigned territory. They may also have access to other territories outside their division to market their products. In order to encourage cooperation, the following conditions shall be adhered to:

1. Publishing houses desiring to market products in another division's territory shall negotiate with the publishing house/division administration serving the territory.

2. If satisfactory arrangements cannot be negotiated, the matter shall be submitted to a General Conference Arbitration Committee for resolution whose decision shall be final.

3. The General Conference Administrative Committee shall appoint three individuals to constitute the arbitration committee.

4. Publishing houses may fill orders received from outside their division's territory provided the products ordered are not for resale or commercial use.

5. Contracts and agreements in effect on or before December 31, 1994, between publishing houses regarding initial rights shall continue to apply.

6. Contracts and agreements among the Pacific Press Publishing Association, the Review and Herald Publishing Association, and the General Conference in effect on or before December 31, 1994, shall continue to apply for their agreed duration.

FP 35 35 New Subscription Books—When the publication of new subscription books is considered, counsel concerning the need for such volumes shall first be sought from the field and the relevant publishing ministries department and, where more than one territory is involved, the proper publishing coordinating committee.

FP 35 40 Ownership and Control of Printers—In bringing out a new magazine, or trade or subscription books, the original publisher shall have sole ownership and control of printers and copyrights.

FP 35 45 Outright Payment Plan—1. Initial rights payment for subscription books in the original language shall be as follows:

- a. Art Work and Pictures: Ten percent of initial expense of art work and pictures, plus possible artist royalties.
- b. Text, Art Work, and Pictures: Seven and one half percent of total initial expenses, plus possible artist and author royalties.
- c. Text Only: Five percent of initial expense of text, plus possible author royalties.
- d. Second rights publisher shall forward an annual royalty sales report and author royalties to the original publisher.
- e. Royalty payments shall be kept current in order to qualify for acquisition of printers.
- f. Printers shall be supplied at cost plus 15 percent.

2. Initial rights payment for subscription books translated from the original language shall be as follows:

- a. Art Work and Pictures. Ten percent of initial expense of art work and pictures, plus possible artist royalties.
- b. Text Only: Three percent of initial expense of text, plus possible author royalties.

3. *Distribution Rights*—The purchasing publisher’s distribution rights shall be limited to its own territory.

FP 35 50 Royalty Payment Plan—*Subscription Books*—1. A royalty percentage shall be paid to author and artist as may be required.

2. An annual royalty payment shall be paid to the first rights publisher based on the number of copies printed and sold as follows:

- a. Original Language:
 - 1-5,000 edition – 1% of retail sales
 - 5,000-10,000 edition – 3% of retail sales
 - Over 10,000 edition – 4% of retail sales
- b. Translated Language:
 - 1-5,000 edition – 0% of retail sales
 - 5,000-10,000 edition – 2% of retail sales
 - Over 10,000 edition – 3% of retail sales

c. In cases where publishing houses sell on a net billing basis to Adventist Book Centres/HHES, an adjusted percentage shall be used that is compatible with its policy.

3. Printer shall be supplied at cost plus 15 percent.

4. *Distribution Rights*: The purchasing publisher’s distribution rights shall be limited to its own territory.

FP 35 55 Spirit of Prophecy Books for Denominational Employees—1. Publishing houses shall supply Ellen G White books for denominational employees at a cost of 50 percent of the catalogue retail price. Under this plan all orders for Ellen G White books shall be placed with publishing houses annually.

2. The Southern Africa-Indian Ocean Division and subsidiary organizations shall provide an additional subsidy of 25 percent of the publisher's catalogue price to employees in areas designated by the Division Executive Committee. The Division Executive Committee shall assign to a specific department the responsibility for promotion and distribution of these books.

3. As the Southern Africa-Indian Ocean Division and the respective publishing house are able to meet the financial responsibilities involved, study shall be given to furnishing similar privileges for students in their junior and senior years. Local church elders may also be included.

FP 40 Christian Record Services International, Inc

FP 40 05 Primary Agency—The Christian Record Services, Inc, is recognized as the primary agency for the production and distribution of denominational literature for the blind. (See also Total Commitment to God, A 10 40.)

FP 45 Publishing Development Fund

FP 45 05 Fund Source—The source of the Publishing Development Fund shall be as follows:

1. General Conference appropriations.
2. Ellen G White translation subsidies.

FP 45 10 Administration of Fund—The Publishing Development Fund shall be administered by the World Literature Ministry Coordinating Board (WLMCB) as follows:

1. To fund the development of literature to meet special language or ethnic needs among large non-Christian populations.
2. To fund the translation of Ellen G White books.

FP 45 15 Publishing Development Fund—A Publishing Development Fund administered by the Southern Africa-Indian Ocean Division Publishing Association receives annually funds from Southern Africa-Indian Ocean Division appropriations and from the book sales of the Association.

**FP 50 Southern Africa-Indian Ocean Division
Publishing Association (SIDPA)**

The Southern Africa-Indian Ocean Division Publishing Association consists of unions and attached fields in the Southern Africa-Indian Ocean Division, namely Botswana Union Mission, Indian Ocean Union Mission, Malawi Union Mission, Mozambique Union Mission, North-Eastern Angola Union Mission, Southern Africa Union Conference, South-Western Angola Union Mission, Zambia Union Mission, Zimbabwe Union Conference and Sao Tome and Principe Attached Field.

Membership of the Southern Africa-Indian Ocean Division Publishing Association Board shall be:

- Southern Africa-Indian Ocean president, chair
- Southern Africa-Indian Ocean Publishing Ministries Department director, secretary
- Southern Africa-Indian Ocean executive secretary
- Southern Africa-Indian Ocean treasurer/ chief financial officer or associate treasurer/ financial officer
- Southern Africa-Indian Ocean Division vice-president
- Southern Africa-Indian Ocean Division Personal Ministries Department director
- Union Officers
- Union Publishing Ministries Department directors
- Publishing House managers
- Union ABC/HHES managers

Membership of the Association Executive Committee shall be:

- Southern Africa-Indian Ocean Division president, chair
- Southern Africa-Indian Ocean Division treasurer/ chief financial officer, treasurer
- Southern Africa-Indian Ocean Division Publishing Ministries Department director, secretary
- Southern Africa-Indian Ocean Division executive secretary
- Southern Africa-Indian Ocean Division vice-president

Members as required:

- Southern Africa-Indian Ocean Division Personal Ministries Department director
- Three available union Publishing Ministries Department directors
- Two publishing house/press managers appointed by the Association

The Southern Africa-Indian Ocean Division Publishing Association Board shall convene in conjunction with the Southern Africa-Indian Ocean Division Publishing Council.

FP 55 World Literature Ministry Coordinating Board

FP 55 05 Responsibilities—The responsibilities of the World Literature Ministry Coordinating Board (WLMCB) are:

1. *General*—
 - a. Facilitate all phases of literature ministry.
 - b. Serve as a central advisory, planning, mediating, and coordinating board for the total publishing program of the Church. In cases of disputes between publishing houses not located within the same division, such disputes shall be resolved by arbitration upon submission of a request to the General Conference Administrative Committee which shall appoint an arbitration committee.
 - c. Recommend development of publications that can be used in various parts of the world.
 - d. Administer and be the custodian of the Publishing Development Fund.
 - e. Appoint sub-committees as necessary and call meetings of interdivision publishing houses for product development.
2. *Ellen G White Publications—Existing*—
 - a. Coordinate the production of Ellen G White publications.
 - b. Purchase duplicate printers as necessary from publishers of Ellen G White publications.
 - c. Prepublication orders for Ellen G White publications shall be coordinated and pooled to ensure large print runs and effect economies of scale. Inventory, warehousing, and marketing shall be the responsibility of those placing these orders.
 - d. Competitive bids shall be sought to ensure the lowest possible price with preference given to denominational publishers and consideration given to printing in areas with blocked currencies.
3. *Ellen G White Publications—New Translations*—
 - a. The WLMCB may initiate, after counsel from the Ellen G White Estate, the translation of new Ellen G White publications. Production of new editions will begin when one or more organizations confirm an order. Inventory, warehousing, and marketing shall be the responsibility of those placing these orders.
 - b. The WLMCB shall be eligible for General Conference Spirit of Prophecy translation subsidies according to policy.
 - c. The WLMCB shall use existing denominational facilities for the entire process of translation, development, and editing, based on competitive bidding.
 - d. Denominational publishing houses shall retain the right to initiate, translate, print, and distribute any Ellen G White publication and may apply

for any General Conference Spirit of Prophecy translation subsidy available according to policy.

FP 55 10 Membership—Membership of the World Literature Ministry Coordinating Board shall consist of the following personnel:

General Conference vice president (advisor to Publishing Ministries Department), chair

General Conference Publishing Ministries Department director, secretary

General Conference Publishing Ministries Department associate directors

General Conference Publishing House presidents

Ellen G White Estate secretary

Division presidents or designees

Division Publishing Ministries Department directors

Five (5) Publishing House managers chosen by the WLMCB

FP 55 15 Executive Committee—1. An executive committee of the WLMCB shall be appointed to function between sessions of the Board.

2. *Executive Committee Terms of Reference*—To operate within the powers and terms of reference assigned to it by the WLMCB.

3. *Executive Committee Membership*:

General Conference vice president (Pub Dept Advisor), chair

General Conference Publishing Ministries Department director, secretary

General Conference Associate Publishing Ministries Department directors

Ellen G White Estate secretary

Division presidents, or designees

General Conference Publishing House presidents

4. *Executive Committee Procedures*—a. Meetings shall be held as necessary between meetings of the WLMCB.

b. A quorum of the Executive Committee shall consist of five members.

FP 60 Copyrights/Royalty Policy

FP 60 05 General Provisions—Copyright policies of the publishing houses shall operate in harmony with national and international copyright laws.

1. Publishing houses must obtain written permission or a signed contract from the original publisher, copyright owner, and/or the author whenever publishing houses want to translate, publish, and produce materials that they have not developed.

2. A translation of any book or pamphlet from the language of the original publication, whether English or some other language, in the absence of a contract, shall carry the same royalty rate as the original publication. The cost of translation shall be a first charge against the author's royalty account on the book.

3. Contracts with authors shall be accompanied by, or include, an explanation of all literary rights that may derive from the author's work.

4. Authors may be requested to relinquish their royalties on any book or pamphlet translated for use by a subsidized denominational organization.

5. Publishing houses shall provide all authors with an annual report of the number of the author's books sold.

FP 60 10 Royalties—Guidelines—Category A—Subscription books: One percent royalty on the retail price or four percent of publisher's net billing price.

Category B—Ellen G White books for free distribution: One percent of retail price on English books only.

Category C—Ellen G White trade books: Five percent of retail price on English books only.

Category D—Five percent of retail price of the annual devotional book, the Missionary Book-of-the-Year, paperback trade books for missionary distribution, and small mass-produced paperback books.

Category E—No royalty shall be paid on educational textbooks produced under the auspices of the General Conference and for which the authors are remunerated.

Category F—Trade books:

Hardbound

Sales up to 7,500 copies—up to 8 percent of retail price

Sales 7,500 to 15,000 copies—up to 9 percent of retail price

Sales over 15,000 copies—up to 10 percent of retail price

Paperback

Sales up to 20,000 copies—up to 7 percent of retail price

Sales over 20,000 copies—up to 10 percent of retail price

FP 65 Adventist Book Centers

FP 65 05 Adventist Book Centers as Distributing Agencies—The Adventist Book Center is recognized as the primary channel for the distribution of denominational trade, text, and missionary literature.

FP 65 10 Publications and Merchandise to Be Stocked and Promoted by Adventist Book Centers—Adventist Book Centers shall stock and promote only those books, periodicals, and/or audio-visual materials which are currently furnished by denominational publishing houses, or which have been

approved by duly constituted committees dealing with the authorizing of publications for denominational distribution. These book-review committees shall be set up by the Southern Africa-Indian Ocean Division or unions concerned. (See also Total Commitment to God, A 10 40.)

FP 65 15 Accounting Records—Adventist Book Centers shall maintain separate accounting records from the conference/mission/field.

FP 70 Literature Evangelism

FP 70 05 Literature Evangelism—Each division shall be responsible for developing and maintaining a literature evangelism program within its territory. Adequate leadership shall be provided to direct the program, which shall be a part of overall evangelism within the division.

FP 70 10 Publications and Merchandise to be Carried by Literature Evangelists—Where there are no legal impediments, literature evangelists shall carry and promote only those books, periodicals, and/or audio-visual materials which are currently furnished by denominational publishing houses.

FP 75 Regular Literature Evangelist

FP 75 05 Regular Literature Evangelist—A regular literature evangelist is an authorized self-employed individual who works a minimum of 40 hours per week or 160 hours per calendar month. Service time is computed on a year of ten months or a minimum of 1,600 hours, this being the aggregate time from at least 44 reports per annum. Only regular literature evangelists shall be eligible for Retirement Plan benefits.

FP 75 10 Classification of Literature Evangelists—1. *Intern*: A new recruit who holds an identification card.

2. *Licensed*: An intern becomes licensed when he/she has worked a minimum of 480 hours within the limits of three consecutive months, and has demonstrated success in salesmanship by being able to earn a livelihood as a literature evangelist. His/her account and general record shall be satisfactory. The renewal of the licence shall be conditional on his/her qualifying as a regular literature evangelist, working a minimum of 1,440 hours a year.

3. *Credentialed*: To be eligible for credentials a literature evangelist shall have held a licence for at least nine consecutive months. Before eligibility for credentials is established, a minimum of 44 weekly reports shall be submitted totaling a minimum of 1,600 hours, with annual sales as required by the union. The general record must be satisfactory, and these standards shall determine the renewal of credentials from year to year. The cumulative hours worked and weekly reports rendered during the three-month period of service for

licence and the nine-month period of service for credentials shall constitute the basis on which the credentials will be granted.

4. Identification cards, licences, and credentials are issued by the organization under which the literature evangelist works.

FP 75 15 Standards—Credentials/Licences shall be granted by local conferences/missions/fields only to literature evangelists who have attained a satisfactory standard in all features of their work and who:

Are firm in the message.

Are faithful in the return of tithe.

Maintain proper influence in dress and conduct.

Are faithful and industrious in the use of their time.

Refrain from engaging in side issues which hinder or retard service as literature evangelists.

Faithfully submit weekly reports to the Publishing Ministries Department.

FP 75 20 Allowance for Illness—In the application of these standards and requirements, due allowance shall be made for extended illness.

FP 75 25 Student Service—1. A student who, after having already served three months or more in the literature evangelist work, leaves school and enters upon full-time literature evangelist work may be issued a licence immediately, without further probationary service being required.

2. A student literature evangelist, whose service record shows work equal to full-time service and who ceases to be a student and continues in the literature ministry on a full-time basis, will be credited for such work towards a license or credentials.

FP 75 30 Issuing of Credentials—Literature evangelist licenses and credentials are issued at the conference/mission/field session or between sessions by the executive committee. Identification cards are issued by the conference/mission/field publishing committee. The eligibility of literature evangelists for licences and credentials shall be reviewed annually and the appropriate papers issued.

FP 75 35 Honorary Credentials/Licences—Honorary credential/licences may be granted to Retirement Plan participants corresponding to the literature evangelist credentials and licences they held while in active service.

FP 75 40 Studies by Correspondence—1. Regular literature evangelists desiring to take courses of study by correspondence in order to increase their efficiency and for self-improvement may, at the discretion of the employing organization, and if plans for such study are submitted before the courses are commenced, receive assistance on the same basis as other employees. Such assistance shall be paid when the courses have been satisfactorily completed.

2. Enterprising literature evangelists may be selected to take the leadership correspondence course, on the same basis as other employees.

3. Literature evangelists who have not yet done so shall be encouraged to take the Home Study course in Christian Salesmanship.

FP 75 45 Service Pins—A service pin should be given to a literature evangelist according to specific years of service—2, 5, 10, 15, 20, and 25 years. This is to be done on a yearly basis.

FP 75 50 Division and Church Papers—All literature evangelists shall be furnished with complimentary copies of the Division papers and church papers published by the respective unions.

FP 75 55 Transfers—Authorized moves initiated by the publishing committee within a union shall be subject to the same moving allowances as those granted to other employees. This expense shall be borne by the Literature Evangelist Benefit Fund. In cases when the conference/mission/field makes the move in consultation with the publishing ministries department, the conference/mission/field will bear the expense of such a move.

FP 75 60 Reporting—1. Literature evangelists shall send one report at the end of each week, on forms provided, to the local publishing ministries department director.

2. Regular literature evangelists are expected to send in a report each week, even when they are ill, in order that there may be definite proof of illness on file, established by a doctor's certificate. The literature evangelist shall be credited with these reports for the purpose of retirement service credit. A record of such lost time shall be added to the annual report to the union and Division.

3. In order to have accurate and uniform reports, publishing ministries directors shall pay careful attention to the hours, orders, and deliveries reported by the literature evangelists. Deliveries reported must be related to purchases.

4. Only subscription books and magazines may be reported.

5. In computing the number of literature evangelists for any given month, the following shall be included:

a. All full-time literature evangelists, including those who have not been able to work for acceptable reasons.

b. Any part-time literature evangelist who has worked for at least 40 hours shall be counted as one employee.

c. All student literature evangelists reporting.

6. All reported hours of part-time literature evangelists with fewer than 40 hours for a month shall be totaled and divided by forty; the resulting figure shall be added in computing the number of literature evangelists.

FP 80 Literature Evangelist Scholarship Plan

FP 80 05 Scholarships Earned During Holidays—As a special concession to those who are desirous of earning their expenses in school by

canvassing with denominational books, the unions, conferences/missions/fields, HHES, and the schools have united in offering the plan outline hereunder:

The student shall not be eligible to withdraw more than 25 percent of his/her commission and still qualify for a scholarship.

A person selling the required amount of denominational literature, who works the required number of hours, and who remits the full retail value to the HHES/ABC shall be credited with the commission according to union policy, plus the bonus.

FP 80 10 Bonuses—1. The bonus allowed to the student literature evangelist is 35 percent of the total commission earned, and shall be provided as follows:

| | |
|--------------------------|------------|
| Union | 10 percent |
| Conference/mission/field | 5 percent |
| HHES/ABC | 10 percent |
| School | 10 percent |
| Total | 35 percent |

2. To ascertain the value of subscription books the student must sell on a cash basis to earn a scholarship, the total annual school expense must be divided by 0.6075.

3. The student who fails to earn a scholarship during the major holidays shall be eligible for the scholarship bonus in proportion to his/her credit on literature deliveries, provided the credit is at least 50 percent of the amount required for a full scholarship, and provided the hour requirement of the contract is fulfilled. (These hours do not include traveling from school.)

4. The number of working hours required to qualify for a scholarship bonus shall be 350 hours reported. The total hourly requirement may be met by working more than one school holiday in the same year. The number of hours required to qualify for half scholarship bonus during split holidays shall be in consultation with the Division.

FP 80 15 Remittances—1. A student who works the required hours and delivers the amount required for a full or for a half scholarship shall be eligible for the relevant bonus, on condition that remittance is made to the HHES of at least 75 percent of the commission earned. The deadline for the final remittance to reach the HHES shall be set by each union.

2. When a student earns a scholarship and has a personal debt with the school from the previous year, the bonus may be granted on the portion of the scholarship required to clear his/her indebtedness.

3. Any student may draw from the HHES/ABC the money due on scholarship sales at any time, but it is understood that in drawing this money the student withdraws from the scholarship plan, forfeits his/her bonus, and places himself/herself upon the same basis as other literature evangelists.

FP 80 20 Super Scholarships—A super scholarship, equivalent to one and a quarter scholarships, may be offered on the same ratio of allowance as the regular scholarship. The regular scholarship policy covers only board, room, and tuition, while the super scholarship makes it possible for the student to provide for other school expenses, such as books, incidental fees etc.

FP 80 25 Use of Scholarships—1. A student may be granted a bonus on a maximum of one super scholarship for one holiday period, or two super scholarships in one calendar year, the second being either for his/her own use for the following year or for transfer to another member of his/her immediate family attending a denominational school.

2. Any student who, after having earned a scholarship, is unable, through sickness or other misfortune, to attend school, a) may retain the privilege of using his/her scholarship for the following year only; b) transfer it to any worthy person whom the officers of the HHES/ABC may approve and the authorities of the school can accept as a student; or c) receive a refund on what he/she earned excluding the bonus.

3. In the event of a scholarship student leaving school before the end of the school year and a refund being made, each contributing organization shall receive its proportion of the bonus on the amount refunded, the student receiving a refund only on what he/she earned excluding the bonus.

FP 80 30 Scholarships Earned While Attending School—Any student who can devote some time selling books or magazines during the school year and thereby earn a part or whole scholarship shall be permitted to do so, and when a half, three-fourths, or whole scholarship has been earned, shall receive the benefits of the scholarship bonus. It is understood that this plan does not entitle the student to any transportation benefits under the regular scholarship plan. The cost of all books and supplies must be paid for in full at the time of delivery.

FP 80 35 Transportation—1. When a student literature evangelist has qualified for at least one full scholarship, one rail or bus fare (whichever is less) from the school to the field and return shall be allowed once during the school year.

2. A student who fulfills the hour requirement, but does not qualify for a scholarship, shall be allowed the single fare from the field to the school.

3. A student who fulfills the financial requirement, but does not meet the hour requirement to qualify for a scholarship, shall be allowed the single fare from the field to the school. In this instance, no bonus shall be granted.

4. A student fulfilling both the hour and financial requirements for a half scholarship shall be allowed the single fare from the field to the school, the cost to be shared equally by the HHES/ABC and the conference/mission/field.

5. The fare from the school to the field (where applicable) shall be paid by the conference/mission/field.

6. If a union wishes to accept a student attending a school outside of its territory and considers that it is unable, because of distances involved, to pay fares as outlined in paragraphs 1 to 5 above, it shall arrange the matter of fares in advance with the student literature evangelist, on a basis approved by the committee concerned.

FP 80 40 Scholarship Grants to Workers' Children—A student literature evangelist who is the child of a denominational employee, and who earns a scholarship by selling denominational subscription literature and thus receives a bonus, shall not be disqualified from receiving the regular scholarship grant as provided for in the Southern Africa-Indian Ocean Division policy.

In the event of a school accepting and enrolling a student after having been informed that he/she has a debit balance with the HHES/ABC, the school shall then be responsible for the debit of the student with the HHES/ABC.

FP 80 45 Placing Student Literature Evangelists— Student literature evangelists shall be recommended by college staff and, with the approval of the officers of the conference/mission/field concerned, placed at the time of annual institutes by a committee of the Division or union publishing ministries director, and the conference/mission/field leaders present. These appointments shall be for the holiday period only, and shall not be considered as appointments for regular canvassing or other work.

FP 80 50 Students in Non-Seventh-day Adventist Schools—The benefits of the scholarship plan shall be extended to those who, with the approval of the conference/mission/field and union committees, enroll in non-Seventh-day Adventist schools for courses which they need but which are not offered in denominational schools. In all such cases the bonus shall be 25 percent, instead of the usual 35 percent, since the school will not participate. No transportation allowance shall be given in earning such scholarships.

FP 80 55 Day Church School Scholarship Plan—Youth who attend denominational church schools and high schools and who, under adult supervision in harmony with municipal regulations, spend 160 hours or more during a calendar year in selling subscription literature and have with the HHES a credit equal to at least 20 percent of their school fees shall be granted a bonus of 35 percent.

The cost of the bonus shall be shared as follows:

| | |
|--------------------------|------------|
| Union | 10 percent |
| Conference/mission/field | 5 percent |
| HHES | 10 percent |
| School | 10 percent |
| Total | 35 percent |

FP 80 60 Student's Financial Status—At the conclusion of a period of canvassing by a student literature evangelist, the HHES shall inform the school in

which the student plans to enrol of his/her financial status and the prospects of a credit balance. This information shall be in the hands of the school business manager prior to enrolment. When the student applies for enrolment and the school is aware of a debit with the HHES, it shall counsel the student to make arrangements to liquidate his/her debt before being accepted as a student.

FP 85 Retirement Plan for Literature Evangelists

1. The regular literature evangelist shall be granted a full year of service credit for each calendar year he/she works a minimum of 1,440 hours and submits 40 weekly reports and meets the annual sales as required by the union. If a literature evangelist reports a minimum of 720 hours service, he/she shall be credited 50 percent of a year of service credit, plus proportionate credit for hours between 721 and 1,440.

2. Literature evangelists/Ministerial interns will receive service credit for retirement for the time served under this plan on the same basis as for the regular literature evangelist, but shall include hours in pastoral or evangelistic work.

3. When a student literature evangelist leaves school and enters full-time literature ministry, he/she may be granted a literature evangelist licence beginning immediately with his/her service credit.

FP 90 Annual Union Publishing Council

A union publishing council should be held annually, members being union officers, union publishing department director, Division Publishing Ministries Department director and associate director, HHES/ABC manager, and HHES/ABC treasurer/ chief financial officer, Publishing House manager (where feasible), conference/mission/field officers, conference/mission/field publishing ministries department directors and the conference/mission/field associate publishing department directors. The union publishing ministries department director shall be the chairperson. Unions are requested to provide adequate budget funding for these councils.

The work of this council shall be to lay plans for the distribution of subscription books and trade literature; recommend to the union committee sales requirements for licenced and credentialed literature evangelists; recommend sales and souls goals and financial plans for following year's incentives; review the leadership and benefit funds, and recommend to the union committee the publishing ministries department's plans for itineraries, rallies, training schools, and institutes.

FP 95 The Publishing Ministries Department

FP 95 05 Full-time Director—Recognizing that the publishing program is highly specialized and unique in the outreach of the church, and that most literature evangelists are full-time self-supporting missionaries requiring supervision and training, the Division shall elect a full-time publishing ministries department director, and each union and local conference/mission/field shall have a full-time publishing ministries department director. In conferences/missions/fields where the population is large and where there are many literature evangelists, assistant publishing ministries department directors may be assigned.

FP 95 10 Guidelines for Employing Assistant Publishing Ministries Department Directors—1. When the load of a local publishing ministries department director becomes substantially higher than normal, the conference/mission/field committee shall give consideration to the provision of additional help.

2. While local conditions vary greatly, it is considered that 12 to 15 efficiently trained full time literature evangelists comprise the optimal number to be supervised by a local publishing ministries department leader.

3. The assistant publishing ministries department director shall receive full wages from the Leadership Fund for the initial 12 months of his/her service. It is understood that he/she shall be engaged full time in the interests of the publishing work. After the initial 12-month period, the conference/mission/field shall approve the regular employment of the assistant publishing ministries department director and provide salary budget and other expenses such as rent, medical, and educational allowances, provided his/her performance meets the targets set by the union.

4. Reserves shall be held in the Leadership Fund amounting to not less than six months' salary and expenses for those currently employed and paid from the Fund before additional assistant publishing ministries department directors may be employed.

5. Each ABC/HHES manager shall provide at least quarterly statements of the income, expenditure, and balance of the Leadership Fund in his/her trust. The statement shall be sent to the union and Division publishing ministries department directors as well as to the union and conference/mission/field treasurers/ chief financial officers.

6. The union shall approve the employment of assistant publishing ministries department directors on recommendation of the conference/mission/field committee. The new assistant publishing ministries department director shall be employed on probation for 12 months. After the initial 12-month period, the assistant publishing ministries department director

may be employed on a permanent basis, provided deliveries show considerable increase.

FP 95 15 Developing Leadership—There is a great need in the literature ministry for strong leadership in all parts of the Division, therefore:

1. Earnest and sustained efforts shall be made by conference/mission/field leaders to develop such leadership by watching for experienced literature evangelists who show evidence of leadership qualities (preferably college graduates with canvassing experience) and placing on such men/women definite responsibilities such as:

a. Appointing them as group leaders or, if student literature evangelists, as band leaders in schools.

b. Appointing them as assistant publishing ministries department directors in conferences/missions/fields as needs arise.

2. Annual refresher courses for publishing leadership training shall be conducted in each union, and every two years these courses shall be conducted on a regional basis for the major sections of the Division.

3. Plans shall be made to carry forward this work in all unions and conferences/missions/fields by supplying strong leadership. The leaders chosen shall not be burdened with other responsibilities.

4. In the selection of leaders the following qualities are recognized as essential:

a. The need of a vision of the literature ministry as a soul-saving agency.

b. A definite conviction of the call of the Lord to leadership in the literature ministry.

c. An unreserved dedication to this line of work as a sole aim.

d. A practical experience that is kept fresh by engaging personally in literature ministry.

e. A keen sense of responsibility for the success of the publishing work.

FP 95 20 Increasing the Number and Effectiveness of Literature Evangelists—The urgent need for many more hundreds of regular literature evangelists in the Southern Africa-Indian Ocean Division and the present opportunities, along with the responsibility to undertake a much larger circulation of truth-filled publications, require that:

1. Special attention be given to promote and make known the benefits of the publishing program among administrators, pastors, departmental leaders, church boards, and church members.

2. Pastors be invited to meet at regularly appointed times with literature evangelists in their districts and accompany them in their house-to-house visitations.

3. The territory potential in every conference/mission/field be studied in order to determine the number of literature evangelists required to serve the population adequately.

4. Every conference/mission/field publishing ministries department director make an annual call for new literature evangelists in the following categories:

- a. Regular employees (Full-time LEs).
- b. Part-time employees (Part-time LEs).
- c. Student employees (Student LEs).
- d. Magazine/small books employees (Magazine/small books LEs).

5. Every publishing leader adopt the following methods for recruiting new literature evangelists

a. Institute “The Golden Day” plan which urges each literature evangelist to set aside one day each month for inviting prospective literature evangelists to accompany him/her in door-to-door canvassing. It is recommended that “The Golden Day” be the first Sunday of each month. The prospective literature evangelist should be allowed to work on his/her own for at least one hour during the day and keep the profits from his/her sales.

b. Encourage each literature evangelist to set as his/her goal the recruitment of at least two new literature evangelists annually.

c. Develop a file and prayer list of prospective literature evangelists.

d. Request pastors and church boards to recommend, from among their most capable church members, those whom they consider good prospects for the literature ministry.

e. Have weekly goals for personal interviews with prospective literature evangelists.

f. Make frequent visits to the churches and conduct district literature evangelist rallies.

g. Conduct special training classes or institutes for new literature evangelists. It is recommended that these be halfway between the times for annual institutes.

h. Ask each literature evangelist who transfers to a new territory to recruit two new literature evangelists to work in the territory he/she is leaving.

6. Literature evangelists shall be encouraged to act as “scouts” assisting their pastors in searching out interested souls and cooperating in their program of soul-winning.

7. Evangelistic employees shall be encouraged to make every effort to increase their use of Seventh-day Adventist books and periodicals in connection with their regular soul-winning endeavors. Any profits accruing from the sales of such literature shall be used by the employee in any denominational project of his/her choice. This does not include literature sold from the bookstand or in personal contacts in evangelism.

8. Pastors and district leaders within a reasonable radius shall be encouraged to attend annual literature evangelists' institutes.

9. District leaders shall be kept informed regarding literature evangelists, and the soul-winning reports and the plans of the Publishing Ministries Department, by placing their names on the mailing lists for regular Publishing Ministries Department bulletins.

10. Every ministerial student shall be expected to serve as a literature evangelist prior to his/her appointment to the ministerial work.

11. As the work of the Publishing Ministries Department is evangelism, the local church publishing director and secretary shall be elected annually with the other officers of the local church.

FP 95 25 Literature Evangelist Scout Plan—All conferences/missions/fields shall operate the plan of literature evangelists acting as scouts and reporting to their district leaders regarding the interests they have created or developed for profitable follow-up contacts by the minister, Bible instructor, or appropriate layperson. These reports should be made at the end of each week. Useful information about each interest should, whenever possible, be given in writing to the minister at the time of the report. Information blanks (as shown below) shall be printed in duplicate and bound in pad form and provided free of charge to the literature evangelists. Literature evangelists are encouraged to introduce the pastor personally by giving one or two Bible studies themselves, accompanied by the pastor, at a time that does not interfere with their work.

Interest Information Form

Minister's Name _____ Date of Report _____

Request Visit—Mr/Mrs/Miss _____

Address _____

Phone No. _____

Visit arranged for _____ Date _____ Time _____

Please tick appropriately:

1. Desires visit by SDA Minister
2. Interested in our message
3. Former SDA
4. Acquainted with an SDA
5. Has SDA relatives
6. Has SDA books
7. Voice of Prophecy student
8. Has questions about the Sabbath
9. Belongs to _____ Church
10. Death in the family

11. Needy family
12. New in the community
13. Number of children _____ Ages _____
14. Home language _____
15. Remarks _____

Name of Literature Evangelist _____

1. Conference/Mission/Field ABC/HHES shall order their supplies from publishing houses and keep stock.

2. Publishing Ministries department directors shall promote the making of such reports of interested persons by the literature evangelists and by the conference/mission/field administrators, and shall consider this a sacred trust and shall do all possible to guarantee proper follow-up of each name.

3. The form, as above, shall be forwarded to the district leader and the conference/mission/field publishing ministries director, who shall record the information in an individual file. The list of interests should then be carried with him during his/her itinerary to that part of the field.

FP 95 30 Free Literature Distribution—Whereas literature evangelists are contacting thousands of interested souls who cannot afford to buy denominational books, and whereas the Lord counsels, “The canvasser should carry with him tracts, pamphlets, and small books to give to those who cannot buy,” (*Testimonies*, Vol. 6, page 338) it is recommended that unions give study to establishing a fund for the supply of suitable literature for free distribution by our literature evangelists. It is suggested that funds may be provided either from evangelism reserves or by special offerings in churches on annual literature rally days. These funds shall be kept at the union office for the provision of free literature.

FP 95 35 Literature Evangelist Institutes—1. In all conferences/missions/fields where literature evangelists are at work, annual institutes shall be conducted.

2. Special consideration shall be given to the venue of the institute, so that different churches, year by year, may share the blessings of such meetings.

3. The instruction given shall be of a spiritual, soul-winning nature.

4. Ample time shall be provided to familiarize literature evangelists thoroughly with the contents of the books or magazines which they are to sell.

5. The teaching method shall be adopted, giving special attention to training, drilling, and demonstration work.

6. The length of regular literature evangelist institutes shall be from five to seven days.

7. Study shall be given to the plan of holding short institutes in a single church or for a group of churches for the benefit of auxiliary and part-time employees, with a view to developing permanent literature evangelists.

8. Wherever it is financially possible, conferences/missions/fields shall arrange that spouses of credentialed literature evangelists be invited to attend institutes with them.

9. Well-organized student institutes shall be held annually at the most favorable seasons of the year in each union and large school.

FP 95 40 Institutes for New Literature Evangelists—1. The success of new literature evangelists requires that institutes be held for them in a manner different from those conducted for experienced literature evangelists. Wherever possible, institutes for new literature evangelists shall be conducted in unions and fields at times different from those of regular institutes. Local publishing committees shall decide and recommend who shall be invited to attend such institutes.

2. Quarterly or half-yearly training schools for new literature evangelists shall be conducted as follows:

a. Wherever possible, the meetings shall be held at the publishing house.

b. The Benefit Fund and/or conference/mission/field shall bear transportation expenses as well as the cost of room and board.

c. Those who attend shall be recruits who have memorized a standardized canvass and who plan to become full-time literature evangelists and have a minimum of one month or its equivalent of 140 hours selling experience in the field.

d. The local publishing ministries department directors are to be integrated into the instructional portion of these schools under the guidance of the union publishing ministries department director, so that these schools are not only sales training schools for new literature evangelists but also instruments for the improvement and development of the ability of the local publishing ministries department directors to conduct sales institutes.

e. Assistant publishing ministries department directors shall be allowed to go to these training schools if they have recruited and trained at least five new literature evangelists.

FP 95 45 Field Training—1. Literature evangelism requires constant supervision for best results and greater efficiency. Training must be followed by field experience, so that techniques learned in institutes may be supervised in practice. It is therefore necessary that, following institutes, the publishing ministries department director and his/her assistants devote ample time to the supervision and training of literature evangelists in actual selling. In the case of students, this shall apply to the time they enter the field.

2. The missionary phase of the work, rather than the commercial, shall be made prominent.

3. Careful arrangements shall be made to assist literature evangelists with problems in taking orders, in delivering books, and in financial matters, and

emphasis shall be given to the importance of stewardship.

4. Each union publishing ministries department director shall spend from three to seven days at least once a year, and more often if possible, with each local publishing ministries department leadership in house-to-house canvassing.

5. Careful attention shall be given by each publishing ministries department director to his/her letter writing, so that literature evangelists may receive frequently the needed counsel, encouragement, and reports of progress.

6. Publishing leaders must recognize that the more important help to literature evangelists is extended by frequent assistance in house-to-house canvassing.

FP 95 50 Institute Benefits to Faithful Part-time Literature Evangelists—The benefits associated with attendance at literature evangelists' institutes may, at the discretion of the publishing committee, be granted to certain literature evangelists who may not qualify for licences or credentials. The following conditions shall govern the choice:

1. His/Her record of soul-winning activities and his/her dealings with HHES/ABC must be satisfactory.

2. He/She shall have reached 50 percent of the licence sales requirements.

FP 95 55 Literature Evangelist Benefit Fund—A Literature Evangelist Benefit Fund shall be established as a reserve fund, held in trust by the union ABC/HHES and administered by the union publishing committee. Disbursements from this fund shall be made to literature evangelists for the various benefits and allowances outlined in this policy. It shall be held sacred to this one objective.

The union HHES shall contribute to the fund 8 percent and the conference/mission/field 4 percent of the retail value of denominational subscription literature sold. The fund shall be audited at the end of each year, and where the year-end balance exceeds 50 percent of the disbursements of that year, the excess may, at the discretion of the publishing committee, be drawn upon for rallies and training schools.

The fund is established and maintained solely to finance the payments as set forth therein. Disbursements shall not exceed the resources of the fund, and the sales requirements which the literature evangelists must reach in order to qualify, as specified by policy, shall be computed on the HHES/ABC/publishing house list price.

If a union or conference/mission/field publishing committee pays out more from the fund than the contributions received, the union or conference/mission/field shall make up the deficit.

1. *Allowances*—The following allowances may be granted from the fund:

a. Licenced Literature Evangelist: A licenced literature evangelist shall be granted:

1) Transportation to and from the institutes and maintenance while there.

2) Transportation and moving expense within the conference/mission/field when change of territory is authorized by the publishing committee.

3) Emergency assistance in sickness and accident.

4) Living allowance, if currently qualified and one-twelfth of the annual requirement is met in hours and deliveries as stipulated in union policy.

5) Temporary maintenance of income as set by the union (50 percent of credential).

b. Credentialed Literature Evangelist. In addition to the benefits granted to a licensed literature evangelist as listed in paragraph b. above, the following benefits are extended to a credentialed literature evangelist on the condition that he/she currently qualifies by working 1,600 hours per year and has a minimum in deliveries of denominational subscription literature per year as set by the union committee:

1) Camp meeting travel and lodging if appointed as a speaker.

2) An additional allowance to compensate the literature evangelist for cessation of income while in attendance at the annual institute and at camp meeting—the allowance per day should be per diem such as other employees receive.

3) The spouse of a credentialed literature evangelist shall be granted transportation and accommodation at camp meeting, provided funds are available. No spouse per diem allowance will be granted.

4) Annual holiday allowance on the following conditions:

a) The literature evangelist shall have worked a full year, submitting at least 44 weekly reports totaling at least 1,600 hours per annum, and shall have met the minimum delivery requirement stipulated in union policy.

b) The holiday allowance shall be calculated and paid on the basis of 2 percent of his/her total annual deliveries, but shall not exceed the monthly maximum of a licensed minister.

c) In the event that his/her account is not in balance, the amount of holiday allowance due at the time of the holiday is taken shall be credited to his/her account. Only if there is no debit balance shall it be made available to him/her.

5) a) A credentialed literature evangelist, who has been appointed by the conference/mission/field committee to territory where it is necessary to operate a motor vehicle and where the conference/mission/field has approved of his/her doing so (based on the required minimum sales for car operators), shall be required to carry full comprehensive insurance. The policy shall

be so worded that the literature evangelist shall bear the first US\$75.00 of each and every claim, except where regulations in the country require otherwise. This shall depend on the availability of funds.

b) A literature evangelist shall benefit from any reduction in annual premium granted by his/her insurers as a result of any no-claim bonus.

2. *Living Allowances (Rent and Travel)*—a. Because of varying conditions, each union, in counsel with the Division, shall adopt a schedule of delivery requirements and percentages to be paid.

b. 1) To be qualified for living allowance, qualified beginners, licensed, and credentialed literature evangelists must work a minimum of 40 hours per week, or 160 hours per month, or 1,600 hours per year.

2) Hours reported for full camp meeting and institute attendance, as well as time lost due to prolonged illness for which a doctor's certificate has been submitted, shall count toward current qualifications.

c. A married woman, though not the head of household, may qualify for living allowance.

3. *Scholarship Grants for Dependent Children*—Where funds are available, credentialed literature evangelists who are heads of families and are currently qualified in the hours and delivery requirements stipulated in the union policy may be eligible for scholarship grants for dependent children, on the same basis as other employees. Each case shall be considered on its merits.

4. *Temporary Income Benefits*—a. Temporary income shall be given from the fund to licensed or credentialed literature evangelists who may be incapacitated through sickness or accident. The minimum period of incapacitation for which assistance may be requested shall be one week, except in special cases. All requests shall be accompanied by a doctor's certificate confirming incapacitation.

b. Disbursements from the fund in respect of such temporary income shall be determined by the publishing committee for a period not exceeding four months.

c. Payments shall be made from the fund on the basis of a scale authorized from time to time by the union committee.

5. *Eligibility for Allowances*—The term "currently qualifies" in the Benefit Fund policy shall be interpreted to mean that a literature evangelist is eligible for certain fringe benefits for any month in which he/she meets one-twelfth of the annual hourly and sales requirements. When certain benefits are lost as a result of not meeting the stipulated monthly requirements, these benefits may be granted when the hours and sales requirements are made up, at any time during a current twelve-month period.

6. *Eligibility of Women*—A married woman, though not head of the household, may qualify for medical allowances in her own behalf according to

the provisions extended to other employees. If she is the head of a household, subject to committee approval, she may be granted medical allowances for her dependent children on the same basis as for other employees.

FP 95 60 Literature Evangelist Activities in Schools—In the interest of fostering a strong literature evangelist work among our youth, the procedure outlined hereunder shall be followed:

1. Literature evangelist clubs shall be organized in Seventh-day Adventist colleges and secondary schools by union and local publishing ministries departments in cooperation with the school administration.

a. Clubs should be organized not later than the beginning of the second semester.

b. For each club, a president, secretary, and treasurer should be appointed by a committee consisting of the principal of the school or his/her designee, the union publishing ministries department directors, the local publishing ministries department director/s, and two student literature evangelists.

2. Club activities may include:

a. A course in literature evangelism as directed by the leaders of the union and local conference/mission/field publishing ministries departments, including lectures, films, drills, demonstrations, and actual field work.

b. Regular weekly or bi-weekly club meetings.

3. Club leaders may be given token remuneration as provided from union or local conference/mission/field promotional funds.

4. A literature emphasis committee, or other form of organization may be appointed to accomplish the foregoing on campuses where clubs may not be effective.

FP 95 65 School Institutes—1. Arrangements for student literature evangelism shall be made as early as possible in the final half of the school year. The training school shall be conducted at a most appropriate time shortly before engagements in holiday canvassing.

2. Where a school serves more than one union, the publishing ministries department in the union where the school is situated will take the initiative in conducting the institutes in the school, it being understood that the union publishing ministries department directors of other unions that are supporting the schools shall be invited to assist.

FP 95 70 Big Weeks—Special Literature Sales Weeks—1. Every literature evangelist shall be encouraged to participate twice annually in special literature sales weeks, and to set super goals in hours, sales, and missionary activities.

2. Conference/Mission/Field employees, institution employees, and laypersons within the churches shall be encouraged to participate in this

program as arranged with the officers of their employing organization.

3. Publishing ministries department directors and assistants, Home Health Education Service/ABC management, and publishing house personnel shall be granted permission to spend these two special weeks developing new selling ideas and techniques while refreshing their own experiences.

4. All profits from the sales of these “Big Weeks” shall be entrusted to the stewardship of the persons participating.

5. In the event that the date set by the union committee conflicts with some previously planned program, other dates, preferably in advance of the union dates, shall be set in counsel with the union publishing ministries department director.

FP 95 75 Publishing Department Committee—1. Membership of the union, conference/mission/field publishing committee shall consist of the following:

a. Union or conference/mission/field president, chairman
b. Union or conference/mission/field publishing ministries department director, secretary

c. ABC/HHES manager

d. ABC/HHES treasurer

e. Union or conference/mission/field treasurer/ financial officer

2. Three members shall constitute a quorum.

3. The publishing committee shall meet at least once a month to plan the work. Assistant publishing ministries department directors and the publishing ministries department director of the next higher organization shall be invited to attend on a quarterly basis. Copies of the minutes shall be sent to all members and to the publishing ministries department directors of the higher organizations.

4. *Leadership Quarterly Analysis*—Each quarter when assistant publishing ministries department directors are invited to the publishing committee their weekly reports shall be reviewed.

5. *Local Church Publishing Committee*—The local church publishing committee shall consist of the following:

Local church head elder, chairperson

Local church publishing ministries director, secretary

Local church elders

Functions of the local church publishing committee:

a. To plan, organize, implement, review and coordinate the literature ministry activities.

b. To counsel and liaise with the church board regarding plans and activities of the literature ministry.

c. To arrange the literature meetings for the local church and resource personnel from the higher organization.

- d. To sensitize the church members into the literature ministry.
- e. To promote Adventist Home Libraries among church members and the program.

FP 95 80 Publishing Ministries Department Surveys—1. Local conference/mission/field publishing ministries department surveys shall be conducted at least once a year. Each district shall also be surveyed, preferably every six months.

2. Union publishing ministries department directors shall be responsible for planning these surveys.

3. Personnel of the survey group shall be made up of the members of the union conference and local conference/mission/field publishing committees, union and field ABC/HHES managers and treasurers, and conference/mission/field ABC/HHES assistants, union and division publishing ministries department directors, and publishing house representatives wherever possible. The local conference/mission/field president shall serve as chairman.

4. The Division publishing ministries department shall provide survey blanks and local publishing ministries department directors and ABC/HHES managers shall complete these blanks in advance of the survey meeting.

FP 95 85 Preserving Service Records—Copies of the annual literature evangelist summaries giving the name of each literature evangelist, his/her record of deliveries, and time served, as prepared by HHES/ABC and publishing ministries department directors, shall be filed with the conference/mission/field secretary who shall keep permanent records of them. Copies of the summaries prepared by the union publishing ministries department director shall be filed with the union secretary who shall preserve these for permanent records.

FP 95 90 Career Scholarship Plan—To encourage capable college trained young people to serve in the publishing ministries department, the following plan is adopted:

Where a union or local organization sponsors a student at college for his/her junior and senior year and designates him/her for publishing work, the publishing houses shall participate to the extent of 25 percent of the sponsorship. No more than two shall be sponsored at any one time and must be approved by the publishing committee and by the union committee. If the worker does not remain more than two years, the publishing houses shall be reimbursed by the employing organization. The student should have at least three months of successful canvassing.

FP 95 95 Literature Evangelists—Ministerial Intern Plan—Conferences/Missions/Fields may invite graduates of colleges and training schools to serve as literature evangelist-ministerial interns on the following basis:

1. The literature evangelist-ministerial interns, as with other regular

employees, shall be under the direction of conference/mission/field committees and may be issued ministerial licences.

2. Candidates shall be selected by conference/mission/field committees in counsel with the publishing ministries department committees.

3. Each candidate shall be assigned by the conference/mission/field committee, in counsel with the publishing ministries department committee, to an area where, while canvassing, he/she shall be expected to devote each Sabbath and Sunday to pastoral or evangelistic work.

4. Remuneration for this service shall be granted by conferences/missions/fields at rates set from time to time by the union concerned, for each hour devoted to evangelistic work up to a monthly maximum also set by the union committee. The minimum hours of canvassing per week under this plan shall be 25, and the regular profits on literature sales shall accrue in full to the literature evangelist-ministerial intern.

5. Wherever the conference/mission/field committee deems it necessary, it may grant the literature evangelist ministerial-intern monthly amounts, as may be decided, for rent subsidy, transportation, and car insurance. All other benefits granted to literature evangelists are to be granted according to the terms of the Literature Evangelist Benefit Fund.

6. Retirement credit for the time served under this plan shall be on the same basis as for regular literature evangelists but shall include hours in pastoral or evangelistic work.

7. The term of employment of an employee under this plan shall be at the discretion of the conference/mission/field committee.

FP 95 100 Literature Evangelism—Because the Spirit of Prophecy indicates that largely through the publishing work will be accomplished the work of that “other angel” of Revelation 18:1, and because this can be done only by the whole body of Adventist believers giving their fullest support and heartiest endeavour to plans that will ensure the scattering of our message-filled literature as the leaves of autumn, the following has been agreed upon:

1. Every conference/mission/field employee shall keep before the constituency the importance of the literature ministry and shall endeavour each year to secure at least one full-time recruit for the literature ministry.

2. In the selection of these employees, care shall be taken to maintain the high standard set by the Spirit of Prophecy for this work.

3. In enlisting such recruits, the publishing ministries department director and conference/mission/field committee shall co-operate by encouraging the recruits to work in the district or city where they are recruited.

4. It is the goal to have in each church congregation at least one of its members engaged continuously in the literature evangelist ministry with denominational books, and at least one other serving as a magazine employee.

These missionary employees shall be given the encouragement and moral support of the congregation.

5. In the interest of economy, efficiency, and stability, men and women shall be encouraged to make the literature ministry their life work and to engage in permanent full-time resident ministry.

6. Conferences/Missions/Fields, and schools shall encourage graduates from the various training institutes to engage in evangelistic canvassing either as a life work, or while waiting for other appointments.

7. Persons who are well established and successful in the world's business should be selected and impressed with the demands of God's cause and their personal responsibility, rather than any financial advantages, as reasons why they should leave all, no matter how promising their work may be, and join in proclaiming the third angel's message.

8. Great care shall be exercised in selecting literature evangelists. All applicants desiring to enter the literature ministry shall make application in writing accompanied by a medical certificate and a recommendation from a church pastor to the publishing committee.

FP 95 105 Literature Evangelist Campaigns—1. *Definition*—A Literature Evangelist Campaign is a canvassing campaign by literature evangelists in a determined area in connection with public preaching.

2. *Personnel*— a. A publishing ministries department director who is in charge of the canvassing campaign.

b. A group of literature evangelists whose duties are to distribute (by selling) books and journals. They will also invite people to the public meetings.

c. A pastor or lay-evangelist who shall be in charge of the public meetings, home visitation, and follow-up work.

3. *Plan and Finance*—a. An expense budget shall be voted by the field committee.

b. Literature evangelists shall receive food, lodging, and travel expense.

c. A pastor or lay-evangelist shall carry on the follow-up work after the publishing ministries department director and literature evangelists have left.

FP 95 110 Cooperation Between Literature Evangelists and Ministers—1. Conference/Mission/Field committees shall provide time in their various workers' meetings for discussion and counsel on ways by which the work of literature evangelists and ministerial evangelists can be more fully integrated.

2. Plans for evangelistic efforts in conferences/missions/fields shall include a program of literature evangelism by carefully selected literature evangelists to precede the evangelistic campaign.

3. Literature evangelists shall be urged to carefully compile lists of names, addresses and other helpful information concerning families who have purchased our literature and manifested definite interest. Such lists shall be filed in the office of the publishing ministries department director and subsequently shall be made available for further and more intensive evangelistic work.

4. Study should be given to the possibility of making available to resident literature evangelists the names of those who are subscribers to our missionary periodicals, and especially of those who have given evidence of definite interest in our message.

5. Study shall be given to the creation of some form of reporting that will give definite recognition to the work of our literature evangelists in this integrated soul-winning endeavour.

FP 95 115 Coordinated Evangelism—Coordinated evangelism will be developed as the most effective follow-up program, using the following steps:

1. Appoint specialist follow-up workers in local conferences/missions/fields to devote their entire time to developing customer interest in studying the special truths in the literature purchased, and following up literature evangelists' interests, and giving Bible studies to their customers.

2. Assign these follow-up specialists to work under the direction of the administration and publishing ministries department directors of the territories involved, and to assist evangelists and pastors in conducting literature evangelists' group crusades, and in enrolling people in Bible study courses, etc. prior to evangelistic crusades in specified areas.

3. Request each follow-up employee, in counsel with the publishing ministries department committee, to give special attention to helping literature evangelist teams establish branch Sabbath Schools and churches in formerly un-entered territories.

4. Request the church interest coordinator, in counsel with the pastor, to select and assign qualified laypeople to each full-time literature evangelist to work as a team in following up the interests of his/her customers. Special training courses for these lay follow-up employees should be planned jointly by the publishing and lay activities departments in consultation with the conference/mission/field follow-up person.

5. Request the local publishing ministries department to keep records of significant sales data in its territory— names, addresses, books purchased, etc, relating to all who have purchased message literature. Suitable interest file cards/forms are to be provided for this purpose to each literature evangelist.

6. Request union and local fields to work out a plan of finance for their follow-up program with possible participation by literature evangelists.

7. Plan special follow-up worker field schools or seminars in each union to train these employees in successful follow-up methods as a part of the

publishing ministries department participation in the annual evangelistic programs.

FP 95 120 Missionary Literature Evangelists—There are many un-entered areas in the Division, and the missionary literature evangelist plan has proved to be a most fruitful and inexpensive way of opening new work in these areas. Therefore:

1. Union committees shall study and put into effect plans whereby literature evangelists may be assisted in locating in selected areas and through the sale of literature arouse interest in the message.

2. Unions shall list the cities and areas to be entered.

3. Consideration shall be given to assisting such literature evangelists as may be necessary with particular attention to the provision of suitable housing. A satisfactory method of providing supplies of books shall be determined.

4. The duties of a missionary literature evangelist shall be:

a. To work in un-entered areas and

b. To endeavour to win souls

1) Through book distribution (selling) six days a week where possible.

2) By devoting Sabbaths to conducting branch Sabbath School, Bible study groups, baptismal classes, etc.

5. These duties shall be coordinated with the sending organization. Fields shall provide for the missionary literature evangelist to be visited, if possible, at least once every quarter by a pastor appointed for this purpose.

6. Fields shall assume the following obligations:

a. The conference/mission/field treasury shall make proper arrangements with the literature evangelist for the remission of all mission funds received from his/her interests.

b. When the number of interested persons is large enough to be organized into a church, this shall be done. When the responsibility of caring for the church is taken over by a ministerial worker, the missionary literature evangelist shall be released from his/her responsibilities and assigned to a new area.

c. Allowances to the missionary literature evangelist shall be as follows:

1) Transportation to and from the new area. This may include the initial inspection trip by himself to survey, establish, and start his work, which could be for as long as three months. It will also include the general move with family and personal effects.

2) Leave privileges according to policy for regular workers within the union

3) Regular literature evangelist benefits form the Benefit Fund according to publishing ministries department policy.

4) Rent assistance, to be paid by the field, in addition to that covered in paragraph 3) above, so that 100 percent of the rent payment is reimbursed. (It is understood that when his/her responsibilities in the new area are completed and are taken over by a ministerial employee, he/she will no longer receive this extra benefit.)

d. Arrange for the provision and signing of contracts with all details pertaining to the venture.

FP 95 125 Promotion of Missionary Journals—1. Missionary publications such as *Signs of the Times* that are approved for use within the Division territory constitute one of the most vital forces in evangelistic endeavour. Activities where church members are invited to participate in the circulation of magazines has become an effective outlet to expand church ministries to the surrounding community.

2. A student literature evangelist whose service record shows work equal to full-time service and who ceases to be a student and continues in the literature ministry on a full-time basis will be credited for such work towards licenses or credentials.

FP 100 HHES/ABC Manager/Associate Union Publishing Ministries Department Director

It is recommended that, in each union, an individual be appointed to coordinate the work of the HHES/ABC in the union territory. Duties of this person shall be training and assisting all conference/mission/field HHES/ABC managers and sub-depository managers in their responsibilities. He/She shall have the status of union publishing department associate director. The responsibilities he/she must carry and/or teach include:

Purchasing and stock replacement

Accounting

Serving literature evangelists

Development of trade literature sales programs

Salesmanship

Teaching literature evangelists how to achieve and maintain financial stability

Auditing the sub-HHES/ABC

Assisting the union publishing ministries department director as needed

Be a signatory to any HHES/ABC bank account.

**FP 105 The Literature Ministry
Seminary**

FP 105 05 Purpose—The Literature Ministry Seminary is commissioned to give quality training to publishing employees at all levels, thus enabling them to better perform their soul-winning duties.

FP 105 10 Division Publishing Ministries Department Responsibilities—The Division Publishing Ministries Department shall assist the Union Publishing Ministries Department in:

1. Outlining the courses of study for publishing leaders and literature evangelists to which the instruction in Literature Ministry Seminaries shall be confined.

2. The preparation and adoption of textbooks and teaching materials.

3. Establishing standards for equipment, teacher qualifications, buildings, etc

4. Recommending courses for the training and development of teachers.

FP 105 15 Union Responsibilities—1. The Literature Ministry Seminary shall be under the general supervision of the union publishing committee.

2. It shall be owned and operated by the union with the union publishing committee as its controlling board.

3. An elected associate Union Publishing Ministries Director shall be assigned by the union publishing committee to direct the Literature Ministry Seminary.

4. The Literature Ministry Seminary director shall be in charge of the general operations of the Seminary. He/she shall implement the policies of the Literature Ministry Seminary, supervise the staff, hold staff meetings and be responsible for all activities of the Seminary. The director and staff shall be responsible for the discipline of the students and all extra-curricular activities of the Seminary, and shall conduct the Seminary in harmony with the policies and curriculum adopted by the division and the union publishing committee.

5. The staff of the Literature Ministry Seminary shall be recommended by the union publishing committee and approved by the union executive committee.

6. The Literature Ministry Seminary shall be operated in harmony with regulations and policies adopted by the Division and the respective union committees.

7. Union committees may formulate local educational policies for the regulation of the Seminary within their fields. It is understood that all division actions and subsequent regulations shall be the guiding principles in the formation of any local policies. The union publishing department shall prepare an evaluating and reporting system to be submitted to the union and division Publishing Ministries Departments annually.

8. The financial accounts of the Seminary shall be audited at least once each calendar year by a union auditor. Copies of the audit report shall be sent to the Division Publishing Ministries Department.

9. Monthly Literature Ministry Seminary financial statements shall be required by the union publishing committee and copies sent to the Division Publishing Ministries Department.

FP 105 20 Qualifications of the Director—The Literature Ministry Seminary (LMS) director's official position or title shall be Union Associate Publishing Ministries Director and his/her qualification shall include:

1. The LMS director shall preferably have demonstrated success as a credentialed literature evangelist, assistant Publishing Ministries Director and conference/mission Publishing Ministries Director.

2. The director shall be committed to the training and development of literature evangelists in successful soul winning through Christian salesmanship.

3. It is recommended that he/she must hold a college degree or the equivalent and must have the ability to teach.

4. The director must be willing to pursue continuing professional development and field work experience.

5. He/she must have sufficient understanding of the literature ministry, its history, objectives, philosophy and development.

FP 105 25 Employment of LMS Employees—1. The LMS director shall be appointed, employed and paid by the union.

2. The LMS staff shall be union employees. Salary, allowances and benefits shall be paid by the union from the LMS fund.

3. The wages and wage percentages shall be set by the union in harmony with the union and division wage scale.

4. Contributions to the retirement fund for LMS employees shall be covered by the union tithing percentage contribution covering other union employees. LMS employees are eligible for retirement benefits on the same basis as other union employees.

5. The Credentials and licenses for the LMS staff shall be issued by the union committee.

FP 105 30 Employee Transfers—1. When a staff member is called from another area, the calling Literature Ministry Seminary shall pay the moving costs.

2. When a staff member is transferred, the calling Literature Ministry Seminary shall be bound by any previous amortization agreements.

FP 105 35 Finance—1. The union shall set an LMS Fund for the operation of the Literature Ministry Seminary. This Fund may be appropriated from a percentage of subscription sales (2-3%). Other sources may be appropriations from the division, union and conference/mission.

2. The yearly budget shall be prepared by the union Publishing Ministries Director, LMS director/treasurer and approved by the union publishing committee and the union executive committee.

3. For an LMS to qualify for this funding, the Literature Ministry Seminary director and staff shall be devoting full-time to their seminary duties and/or publishing assignments.

FP 105 40 Upgrading Personnel—When it becomes necessary for the strength of the institution to upgrade its personnel, an appropriate course of study shall be outlined. The upgrading program shall be approved by the union publishing committee and union executive committee. Subsidy shall be applied for through the educational aid policy of the Division. Necessary arrangements shall be made so the teaching load at the Literature Ministry Seminary is cared for adequately.

FP 105 45 Charges for Seminary—1. In addition to the income as provided in FP 110 35 point 1 (finance), the LMS shall set standard charges for use of the facilities. These rates shall be established so as to cover operating expenses and upkeep as budgeted for the year.

2. Charges shall be established for the following:

- a. Meals
- b. Lodging
- c. Meeting rooms
- d. Apartment rental
- e. Equipment rental

3. These rates shall apply to all groups or individuals approved to use the facilities or its equipment.

4. When classes are conducted for regular full-time literature evangelists, meals, lodging and meeting rooms may be charged to the union Literature Ministry Seminary Fund.

5. Other groups or individuals will pay in cash or be charged directly through their employing organizations.

6. When publishing leaders or publishing house personnel attend classes, meals, lodging, meeting rooms, travel and per diem during travel shall be paid by the employing organization.

7. Literature evangelists' travel expenses, including per diem for travel time, may be paid from the literature evangelist Benefit Fund.

FP 105 50 Admissions—1. The conference/mission publishing committee shall submit names of LE students to the union publishing department for approval.

2. The union Publishing Ministries Department committee shall give final approval before a student is enrolled.

FP 105 55 Admission Standards—For admission to the LMS persons must:

1. Show dedication and interest in making a career in the publishing ministry.
2. Be at least 16 years of age.
3. Be committed to work as a literature evangelist for a minimum of two years.
4. Live in harmony with the Church's standards and represent the Church in a respectable manner.
5. Not have personal financial obligations that exceed their earning ability as a literature evangelist.

Part-time and student literature evangelists may attend special training sessions but shall not be eligible to attend regular Literature Ministry Seminary training classes.

FP 105 60 Reporting While In Attendance—Literature evangelists attending the Seminary shall send their regular weekly reports to the conference/mission publishing director. Reporting Guidelines are as follows:

1. The hours reported while in training shall be counted towards the requirements in qualifying for certain LE status.
2. The literature evangelist may report 36 hours per week while attending the LMS.

FP 105 65 Library Grants—The seminary may apply for aid from the Division Publishing Ministries Department. It shall submit to the Division Publishing Ministries Department the total amount spent for library books and journals during the previous calendar year.

1. The Division publishing ministries department may reimburse 50 percent of the amount submitted up to the ceiling authorized by the division policy.
2. The expenditures shall only be for appropriate books, journals and instructional materials, print and non-print media, as customarily catalogued in the seminary library.

FP 105 70 Literature Ministry Seminary Evaluation—An evaluation survey shall be conducted for each Literature Ministry Seminary once every two years to evaluate its programs, past performance and future plans. Membership of the evaluation team shall be:

Union President—Chair

Union Associate Publishing Ministries Director for LMS—Secretary

Division Publishing Ministries Director/Associate/Assistant

Union Officers

Union Publishing Ministries Director

LMS Staff

Local Conference/Mission Publishing Ministries Director

Plans for LMS Accreditations may be developed in lieu of evaluation surveys where it is viable and appropriate.

**SABBATH SCHOOL AND PERSONAL MINISTRIES—
DEPARTMENTAL POLICIES**

FR 05 Purpose

Sabbath School and Personal Ministries serves as the primary religious educational resource for the world Church and seeks to foster discipleship among its members which reflects the teachings of the Bible and the tenets of the Seventh-day Adventist Church. With the perspective that each church is a training school for the development of Christian workers, Sabbath School and Personal Ministries seeks to educate and equip members in proclaiming the gospel of Jesus Christ in the context of the three angels' messages of Revelation 14:6-12 and to help all members of all ages grow and mature in their relationship with God, with others, and with His Church.

FR 10 Desired Outcome

Resources and programmes for the divisions are produced that are Christ-centered, Bible-based, and user-oriented. These involve a variety of modalities in emerging technologies and media that effectively engage both active and inactive audiences. They are presented through extensive and varied training media resulting in the following:

1. Bible Study—Regular individual and group study of God's Word, prayer, and other devotional practices.
2. Fellowship—Christ-centered relationships throughout every aspect of the weekly Sabbath School programme and an atmosphere of love and acceptance in church life.
3. Community Outreach—Discovery of spiritual gifts that educate, equip, motivate, and mobilize members in all forms of personal evangelism, and organized local churches to be transforming agents in its community.
4. World Mission—Expression and perpetuation of a clear vision of the Church's mission to the world.

FR 15 Services and Resources

The General Conference Sabbath School and Personal Ministries department provides multimedia resources in the implementation of the religious education of the Church. These include textual, graphic, audio, video, and Internet media

FR 20 Operations

FR 20 05 Staffing—Sabbath School and Personal Ministries is administered by a director and associate director(s) as needed and budgeted. The director and associate director(s) are elected on the basis of their expertise and experience in caring for the responsibilities encompassed by the work of the department. In their leadership, the director, associate director(s), and staff will provide a clear sense of direction which anticipates ministry opportunities now and in the future while unifying the efforts of leaders at other levels of the Church involved with Sabbath School and Personal Ministries.

FR 20 10 Administration—Operationally and administratively, the department, through its director, is responsible to the president and his advisors for promoting plans and work outlined by the General Conference Executive Committee. A president's advisor meets regularly with the staff to listen, to give guidance, and to empower the staff to meet present and anticipated ministry opportunities.

FR 20 15 World Advisories—A world advisory is normally called at the beginning of each new quinquennium. During this time, the director, associate director(s), and staff meet with the division directors and a representative of the General Conference administration to discuss ministry needs and opportunities and to lay strategic plans for the next five years.

FR 20 20 Division Sabbath School and Personal Ministries Departments—The responsibilities of Sabbath School and Personal Ministries departments at the division level are to facilitate all desired outcomes of Sabbath School and Personal Ministries, providing translation and contextualization of all appropriate resources, and implement training in their full utilization.

FR 20 25 Editors—The editors for the collegiate/young adult, youth, earliten, junior, primary, kindergarten, and beginner Sabbath School Bible Study guides are appointed by the General Conference Executive Committee to serve in Sabbath School and Personal Ministries and are responsible to the General Conference Administrative Committee through the Sabbath School Publications Board, or as may be indicated in their job descriptions.

FR 25 Functions

FR 25 05 Editorial Functions—The Sabbath School Publications Board, a standing committee appointed by the General Conference Administrative Committee, is the primary organization to facilitate the Sabbath School editorial function of the department. This board, through the editors, is responsible for the development of all manuscripts for the Sabbath School Bible Study Guides for all ages. The General

Conference Administrative Committee is the publisher and is responsible for the content of the students' and teachers' manuscripts. (See GC BA 20, Sabbath School Bible Study Guides.) The content of programme helps is the responsibility of each of the world divisions.

FR 25 10 Electronic Media Functions—The director and associate director of Sabbath School and Personal Ministries and the editors of the Sabbath School Bible Study Guides are responsible for the development and delivery of electronic media for the translation and contextualization of the Sabbath School Bible Study Guides as well as for the student and teacher resources that support and enhance them.

FR 25 15 Curriculum Development Function—The editors of the Sabbath School Bible Study Guides, in connection with the world Sabbath School curriculum committees, normally meet at least once per quinquennium, develop the curricula for Sabbath School Bible Study Guides at all age levels, and make recommendations to the General Conference Administrative Committee through the Sabbath School Publications Board.

FR 25 20 Curriculum Implementation Responsibility—Sabbath School and Personal Ministries jointly shares the responsibility with Children's Ministries in implementing the Sabbath School curriculum and in training leaders and teachers of children's Sabbath Schools. The division should choose either Sabbath School and Personal Ministries or Children's Ministries to implement the training.

FR 30 Sabbath School Outreach

FR 30 05 Local Church Responsibilities—While actively fostering all types of public witness, the Sabbath School is primarily responsible for providing materials and training for the following types of community outreach:

1. Vacation Bible Schools.
2. Branch Sabbath Schools which include story hours, neighborhood Bible clubs and branch Sunday Schools.
3. Community guest days.
4. The pastor's Bible class, designed to lead inquirers in a study of the Scriptures, to accept Christ as their Savior, and through baptism into full fellowship with the remnant Church.
5. Reclaiming inactive and former church members through prayer, visitation, and kindly care.

FR 30 10 World Missions—The Sabbath School Department has been assigned the responsibility of cultivating a continued interest in and support for the world program. This is accomplished through the following:

1. Weekly reports in all divisions of the Sabbath School on the progress of, and needs in the various countries of the world.
2. Regular Sabbath School mission offerings.

**STEWARDSHIP MINISTRIES—
DEPARTMENTAL POLICIES**

FS 05 Philosophy

Stewardship is the lifestyle of the one who accepts Christ's lordship and walks in partnership with God, acting as His agent in managing His affairs on earth.

Stewardship began with God's act of creating Adam and Eve in His own image. With His personal touch, God established an intimate relationship and union with humanity that was to be nurtured in the intimacy of time spent together. This shared image and shared intimacy are foundational to understanding the spirit and dynamics of biblical stewardship.

God established Adam and Eve as rulers over the earth (Gen 1:26-28). Through this act, God made them His partners over creation—placing the entire world as their trust in shared governance with Him. It was in Eden that humanity first became stewards and acted as God's agents on earth. In this sense, God established a relationship of interdependence with humanity. The awesome concept of God's dependence upon humanity is crucial to our acceptance of our full dependence upon Him.

When sin entered the world, it shattered and distorted God's creation and separated mankind from God. The union with God was broken, the image of God was marred, the shared governance was surrendered, and this earth became sin's domain.

In Jesus Christ, God restored this divine-human relationship and reestablished His kingdom on earth. Thus the gospel provides reconciliation between God and humanity. Christ became the second Adam, winning back humanity's lost stewardship. Today, stewardship begins with the recognition of God's sovereignty as Creator, Redeemer, Sustainer, and Owner.

Through the incarnation, Christ identified Himself fully with humanity. The shared intimacy of God with mankind is embodied in Jesus Christ, the God-man. His life and death form the basis for a renewed relationship with God. Through the ministry of the Holy Spirit, the living presence of Jesus restores the reality of a shared intimacy between God and man.

As the model steward, Jesus Christ demonstrated the lifestyle of the individual in union with God. Through His ministry in heaven, Christ enthrones humanity with Him, (Eph 2:6) and renews humanity's partnership with God. In this partnership, the human agent functions as regent under the authority of God. When allowed to live on the throne of one's life, the believer is lifted by God to sit with Him on His throne. All the power of heaven is available to aid God's stewards in their daily lives.

Restoring the image of God in humanity is part of the redemption process. While not complete before the Second Coming, the process begins here on earth.

The Holy Spirit brings the promised presence of Christ into the life of the believer (John 14:16-20), and begins a new creation (2 Cor 5:17). Sinful humanity, saved by grace, once again shares the image of God (2 Peter 1:4). Through the power of the living Christ, the believer who accepts the gift is once again in complete union with God.

While enthroned by God in heavenly places with Christ, the believer is totally dependent upon Him for every aspect of life. Yet God is also dependent upon humanity. He has chosen to depend upon His believers as the ultimate demonstration of His power and character to the world. He trusts humanity with a complete partnership in union with Him. This renewed interdependence of the believer and God provides the model for relationships with other human beings. The corporate dimension of the Church as the Body of Christ, with Him as its head, reflects the ultimate level of partnership and/or stewardship. Each part of the Body, individually or as a group, grows and matures through interdependence. Interdependent with God, the members of His Body are also interdependent with each other. At first, the individual or even a corporate group, is totally dependent on the rest of the Body. With growth and maturation, strength is gained until the individual or group is able to contribute to the Body as a whole. Stewardship is an important ministry in fostering this growth in interdependence.

Through a discipleship walk, stewards acknowledge God's lordship and surrender every area of life to Him. Discipleship (moving the entire life towards God) takes place under the guidance of the Holy Spirit as He recreates the believer in the image of God. Faithful stewardship is the Christian lifestyle and the joyful result of a personal relationship of assurance in Jesus Christ.

The issues of time and money are critical in stewardship because they are the two most fluid dimensions of life. The management of these two areas most quickly reflects and influences one's spiritual life. God created the Sabbath as the crowning act of creation week. He asked humanity to rest and worship Him before doing anything else, as a sign that humanity accepted Him as their Creator and Sovereign. God established the system of tithes and offerings for the same purpose. Through the tithe we worship God and acknowledge Him as our Lord. We recognize that all we are and have belongs to Him. God asks that the first portion of time and first portion of our material possessions be given to Him as signs that the believer accepts the covenant relationship with God. God then invites the individual to live the rest of his/her life in partnership with Him.

Thus, stewardship carries over into every area of the life of an individual or church. It provides the foundation and motivation for ministry and witness. Living in partnership with God shapes the priorities and focus. As believers grow in this partnership, the Holy Spirit guides them to provide the financial support for the church as the Body of Christ.

The mission of the Stewardship Ministries is to emphasize the lordship of Jesus Christ, to enhance the integration of the gospel into the Christian lifestyle, to

encourage faithful stewardship, and to facilitate the individual, leadership, and corporate dimensions of stewardship as partnerships with God.

FS 10 Purpose and Function

Stewardship Ministries assists administration in accomplishing the mission of the Church through leadership training and the education of church members in stewardship principles. More specifically, the purpose of Stewardship Ministries is to aid in the integration of the faith walk with God into every area of life—individually and corporately.

The functions of Stewardship Ministries are:

1. To articulate a biblical vision of stewardship and the integration of the lordship of Jesus Christ into every area of life, and to call the Church to a total commitment of the entire life and all resources and possessions to the lordship of Jesus Christ.

2. To develop and present a biblical approach to stewardship as the lifestyle lived in union and partnership with God.

3. To continue the work of tithe and offering education and the implementation of the recommended Seventh-day Adventist Financial Support Plan. This would help members grow in the understanding of their role in the corporate stewardship of the Church as the Body of Christ, its financial support through systematic benevolence, and the role of the Holy Spirit in guiding the individual and corporate giving systems.

4. To develop concepts and appropriate resources for empowering members and leaders to implement stewardship principles, especially those materials that cannot be produced as economically and effectively in the unions or conferences/missions/fields.

5. To encourage increased financial responsibility and accountability, as well as greater levels of financial self support and interdependence, individually and corporately.

6. To help create an understanding of the balance between a regular giving system and special project giving as two dimensions of systematic benevolence which work in harmony. Thus each believer is encouraged to provide regular, systematic support for the local church, conference/mission/field, and world missions, and in addition join in supporting special projects as led by the Holy Spirit.

7. To give leadership and coordination to those programs that the church body, through its general councils, may decide should be given unified support around the world.

FS 15 Areas of Emphasis

Stewardship Ministries focuses upon the following areas of emphasis in the fulfillment of its purpose and mission:

1. *Spiritual Renewal*—Spiritual renewal must form the foundation for any Stewardship Ministries thrust. Since stewardship involves the entire person living in a growing partnership with God, any strategy must build on spiritual renewal. Stewardship Ministries will encourage and foster materials to aid in the spiritual growth of individuals as well as the corporate body.

2. *Organizational Renewal*—Organizational renewal is also an important area of emphasis for the Stewardship Ministries. Confidence in leadership and the church structure has a direct impact on individual stewardship. Enhancing a spiritual foundation for the organizational structure and function provides a context in which individuals can more effectively grow spiritually.

3. *Personal Life Management*—The secular and materialistic thrust of our society must be met in a more biblical way. Stewardship must be integrated into every area of life. Thus personal and total life management are areas which Stewardship Ministries seeks to strengthen and resource.

4. *Christian Money Management*—People's use of money is a reflection of their walk with God. Thus, biblical principles of money management are an important part of integrating the lordship of Christ into this critical area of life. Stewardship Ministries will continue to develop and share materials to help in the area of biblical principles for money management.

5. *Seventh-day Adventist Financial Support Plan*—Stewardship Ministries will continue to assist administration in tithe and offering education through materials to support the implementation of the Seventh-day Adventist Financial Support Plan, including the Personal Choice Giving Plan.

FS 20 Departmental Staffing

Director and Associate Directors—Stewardship Ministries shall have a director and associate director(s) as needed. Qualified personnel shall be elected and/or appointed on the basis of their expertise and experience in the specialized ministry of Stewardship and in accordance with the General Conference Constitution and Bylaws.

Operational and Administrative Relationship—The director and associate directors work under the directions of the President and the Executive Committee of the Southern Africa-Indian Ocean Division. Operationally and administratively, the department is responsible, through its director, to the President and assists him and other officers in promoting the plans and work outlined by the Southern Africa-Indian Ocean Division Executive Committee.

**LEGAL ASSOCIATION
AND
TRUST SERVICES—
DEPARTMENTAL POLICIES**

FT Statement of Purpose

A recognition of the sovereignty of God, by right of creation and redemption, enables Seventh-day Adventist Christians to enjoy a sense of security and a relationship with their heavenly Father that surpass all other considerations. A contemplation of Calvary prompts them to dedicate themselves and all that they have to God. To do less would mean the loss of spiritual and temporal blessings that come only to those who recognize that God is the owner of all things and that each person is His steward. This concept of stewardship is recognized by the Christian community; therefore, unique approaches should be taken to achieve the goal of securing to the Lord the material blessings bestowed upon the members of His church.

The Seventh-day Adventist Church in its Trust Services, offered through the conference legal associations and denominational institutions of the Southern Africa-Indian Ocean Division, its unions and/or conferences/missions/fields, teaches this profound truth and provides the means whereby individuals and families may, through the avenues of special gifts, trusts, annuities, and bequests, give their continuing whole-hearted support to God's work.

In the fulfillment of this purpose, the Legal Association through the Trust Services also seeks to minimize the cost of administering and closing the estates of donors; attempts to utilize every lawful means to hold income, gift, and estate tax consequences to a minimum; and proclaims, as Heaven's standard of stewardship, the principles set forth in the Bible and amplified in the Spirit of Prophecy.

WOMEN'S MINISTRIES— DEPARTMENTAL POLICIES

FW 05 Philosophy

The Women's Ministries is committed to encouraging, challenging, equipping, and nurturing Seventh-day Adventist women as they do their part in carrying the Gospel message to the world.

"The Lord has a work for women as well as for men. They may take their places in His work at this crisis, and He will work through them. . . . They can do in families a work that men cannot do, a work that reaches the inner life. They can come close to the hearts of those whom men cannot reach. Their labor is needed."—*Welfare Ministry* 145.

FW 10 Purpose

The primary purpose of the Women's Ministries is to nurture, facilitate, and support women in their Christian lives as disciples of Jesus Christ and members of His world Church. In consultation with administration and other departments of the Church, the department shares the responsibility for developing a global evangelistic strategy suitable for the region and provides training to equip the women of the church to uplift Christ in the Church and in the world.

". . . we may do a noble work for God if we will. Woman does not know her power. . . . There is a higher purpose for woman, a grander destiny. She should develop and cultivate her powers, for God can employ them in the great work of saving souls from eternal ruin."—*Testimonies for the Church*, vol 4, p 642.

The Ministries will focus on the following six critical issues that have been identified as barriers preventing women from reaching their full potential: illiteracy, poverty, risks to health, abuse, length of workday and poor working conditions, and the need for training and mentoring for greater involvement in the mission of the Church.

FW 15 Objectives

FW 15 05—In order to fulfill the purpose of the Women's Ministries, eight objectives have been identified by which the women in the Church may be empowered to share the good news within their families, among their fellow believers, and in ever expanding circles in the unsaved world.

FW 15 10 Objectives—1. Elevate women as persons of inestimable worth by virtue of their creation and redemption.

2. Enable women to deepen their faith and to experience spiritual growth and renewal.

3. Underscore the broad spectrum of needs and concerns of women across the life span from multicultural and multiethnic perspectives.

4. Liaise and cooperate with other specialized departments of the church to meet the needs of women.

5. Build networks among women in the world Church that encourage bonds of friendship, mutual support, and creative exchange of ideas and information.

6. Mentor and encourage young Adventist women, creating paths for their involvement in the Church as they reach for their full potential in Christ.

7. Bring women's unique perspectives on issues facing the Church to decision making bodies.

8. Seek expanding avenues of dynamic Christian service for women, challenging each Adventist woman to use her gifts to complement the talents of others as they work side by side to further the global mission of the Seventh-day Adventist Church.

FW 20 Departmental Staffing

FW 20 05 Director and Associate Directors—The Women's Ministries shall have a director and associate directors as needed. Qualified personnel shall be elected on the basis of their expertise and experience to care for the activities and responsibilities encompassed by the work of the department.

FW 20 10 Specific Responsibilities—Each individual shall have specific responsibilities and assignments, which will be made known to other appropriate levels of Church organization.

FW 20 15 Responsibilities of Director—1. The departmental director or designee shall chair the Women's Ministries Advisory. The director will maintain continuous contact with the staff and coordinate staff functions.

2. The director shall represent, and serve as advocate for, departmental goals, programs, and activities to the administrative bodies of the Church; shall represent administrative viewpoints to the departmental staff; and shall serve as liaison between other departments and the Women's Ministries.

YOUTH MINISTRIES—DEPARTMENTAL POLICIES

FY 05 Purpose

The Youth Ministries of the General Conference of Seventh-day Adventists is a department of the Church which works for and through its youth. Youth Ministry is defined as that work of the Church, operated through this department, that is conducted for, with, and by young people. The primary focus is the salvation of youth through Jesus Christ and their acceptance and involvement in the mission of the Church.

The purpose of the Youth Ministries is to facilitate and support the ministry of the Church in winning, training, holding, and reclaiming its youth. The department shares the responsibility for developing an evangelistic strategy suitable for the region in consultation with administration and in cooperation with other departments of the Church. It is to assist the Church in the Southern Africa-Indian Ocean Division in forming objectives, goals, and plans, and to provide training that will equip the body of the Church to save its youth and prepare them to take the gospel to all the world. All of its activities are to be coordinated into a master strategy for soul winning and soul conservation.

FY 10 Objectives

FY 10 05 Objectives of the Department—1. Provide youth with a Bible-based foundation that will enable them to develop a life-long relationship and commitment to Christ and His Church.

2. Lead youth to understand their individual worth in Christ and to discover and develop their spiritual gifts and abilities.

3. Equip and empower youth for a life of service within God's Church and the community.

4. Ensure the integration of youth into all aspects of church life and leadership in order that they might be full participants in the mission of the church.

To accomplish their objectives, the department is to achieve a balanced ministry by incorporating the biblical dynamics of fellowship, nurture, worship, and mission. It is to help the youth to develop their full potential physically, mentally, spiritually, and socially. Youth Ministries is committed to maintaining relevance and effectiveness in ministry by relating all its ministry to the needs of youth. To accomplish this, it must listen to youth and be informed as to their perceptions, concerns, and suggestions.

FY 15 Departmental Staffing

FY 15 05 Director and Associate Directors—Youth Ministries shall have a director and associate directors as needed. Qualified personnel shall be elected on the basis of their experience in ministering to youth and their expertise to care for the specialized ministries, activities, and responsibilities encompassed by the work of the department. Specialists may be appointed to meet specific needs of the department. Personnel shall be elected or appointed as required to support the functions outlined in the *Church Manual* and as stipulated in the General Conference Constitution and Bylaws.

The director and associate directors work under the direction of the Southern Africa-Indian Ocean Division president and the Division Executive Committee. However, operationally and administratively, the department, through its director, is responsible to the president and assists him and other officers in promoting plans and work outlined by the Division Executive Committee.

FY 20 Programs and Activities

FY 20 05 Programs and Activities—The Youth Ministries serves the Church Division-wide through the following specialized ministries and programs.

1. Junior/Teen Ministry
2. Senior Youth/Young Adult Ministry
3. Local Church Youth Organizations
 - a. Adventurer Clubs (6 to 9 years)
 - b. Pathfinder Clubs (10 to 15 years)
 - c. Ambassador Clubs (16-21+ years)
 - c. Adventist Youth Societies (22-30+ years)

FY 20 10 Objectives—These local church youth organizations shall have three major objectives:

1. To work for the salvation of young people within the Seventh-day Adventist Church, helping them to grow spiritually, physically, mentally, and socially.
2. To provide fellowship for Seventh-day Adventist youth and organize them to work for the salvation of other young people.
3. To train Seventh-day Adventist youth for leadership roles within the church and harness their energies for involvement in all branches of church activities.

FY 25 Public Campus Ministry

FY 25 05 Objectives—Youth Ministries collaborates with Adventist Chaplaincy Ministries and the Education Department in providing support to Seventh-day Adventists who, for a variety of reasons, attend public colleges and universities around the world. Working under the supervision of a General Conference appointed committee on Adventist Ministry to College and University Students (AMiCUS) and in coordination with the world divisions, these three departments promote and support initiatives designed to meet the spiritual, intellectual, and social needs of Adventist students on public campuses worldwide. In cooperation with leaders at various church levels, the committee aims to achieve these objectives by strengthening the faith commitment of these students to Seventh-day Adventist beliefs and mission, providing opportunities for Christian fellowship, preparing students to deal with the intellectual challenges that arise in a secular environment, developing their leadership abilities, and training them for outreach, service, and witnessing on the campus, in the community, and in the world at large.

The AMiCUS Committee cooperates with the Adventist Volunteer Center and Global Mission by encouraging the involvement of these Adventist students as student missionaries or volunteers. It also engages the support of the Public Affairs and Religious Liberty Department in order to obtain, at the regional or national level, Sabbath exemptions for class assignments and examinations for Seventh-day Adventist students.

FY 25 10 Responsibilities—The AMiCUS Committee provides overall supervision and coordination of this global ministry and, in consultation with leaders in world divisions, promotes initiatives designed to:

1. Organize associations of Adventist students in public campuses and hold special meetings for them.
2. Publish and distribute *College and University Dialogue, a Handbook* and other materials that support this ministry, and
3. Train campus chaplains, lay leaders, and pastors in university centers.

The committee also develops an annual budget to carry out its international ministry.

Youth Ministries focuses on fostering the organization and activities of student associations in college or university centers, training students for leadership and outreach and holding regional student conventions and retreats.

FY 25 15 Role of the World Divisions—The Southern Africa-Indian Ocean Division shall assign to one or two qualified department directors the responsibility of leading in the ministry to Adventist students on public college and university campuses, with support from the General Conference appointed AMiCUS Committee and in coordination with union leaders in their territory. This ministry seeks to:

1. Foster the organization and activities of Adventist student associations on public campuses and maintain a current list of them.
2. Hold regional meetings for these students.
3. Budget funds for the free distribution of *Dialogue* and other needed materials.
4. Offer specialized training for campus chaplains, lay leaders, and pastors in university centers.
5. Train students for outreach, service, and evangelism on their campuses, in their communities, and beyond.
6. Promote the involvement of Seventh-day Adventist university professors and other professionals as mentors in this ministry.
7. Connect these students with Seventh-day Adventist colleges and universities as potential transfer students, where possible, and eventually as faculty members.
8. Assist local leaders in establishing and maintaining good relations with administrators of public colleges and universities at which Adventists are students.
9. Engage the services of the Public Affairs and Religious Liberty Department in preventing or solving Sabbath observance issues related to Seventh-day Adventist students in public campuses.
10. Provide coordination and guidance for this ministry to their counterparts in the unions and local fields, as well as periodic assessment.

**ELLEN G WHITE
ESTATE, INC—POLICIES**

GE 05 Ellen G White Writings

GE 05 05 Ellen G White Writings—The writings of Ellen G White are, in a special sense, the property of the Church. The published writings and the manuscripts were both placed by her in the care of the Ellen G White Board of Trustees, which is responsible for their safekeeping and for the promotion of their publication in all leading languages. This Board is also responsible for the issuance of new books compiled from the Ellen G White manuscripts and periodical articles. The Board, working in close cooperation with the General Conference Executive Committee, serves as the author’s representative in all matters pertaining to the published and unpublished writings, whether these be under copyright or in public domain.

GE 05 10 General Conference Recognition—The General Conference recognizes the Ellen G White Estate, Incorporated, established by Ellen G White herself, as the owner and proprietor of all her writings, thus bearing responsibility for their care, publication, and widest possible distribution. This understanding relates to all Ellen G White writings whether or not under copyright. Permission for publication of these writings emanates from the Board. The General Conference calls upon organizations and persons, within or without the church, to honor the provisions of the author for the continuing custody of her writings.

GE 05 15 Office Space and Finances—The General Conference provides office space for the Ellen G White Estate. It also provides a White Estate budget to meet the expenses represented by the regular cycle of duties of the office of the Ellen G White Estate. The Board controls this budget, authorizing all expenditures. A person chosen from the General Conference Treasury staff by joint action of the General Conference and the Board serves as treasurer for the Board and disburses the funds on authorization from the Board with a monthly statement listing these disbursements and showing the current financial standing.

The General Conference provides annually a budget for subsidizing the publication of Ellen G White books in languages other than English. Expenditures from this budget are by action of the General Conference Executive Committee on recommendation of the Spirit of Prophecy Committee.

GE 05 20 Access to Manuscripts and Other Estate Files—Access to the properties of the Ellen G White Estate shall be by permission of and according to policies established by the Board.

GE 05 25 Permission to Use Writings—There is an implied permission

granted by the Board to denominational writers and publishers for a reasonable use of Ellen G White writings, with the regularly employed publishing house editors being held responsible for the proper use of selected excerpts. The Board permits the inclusion of Ellen G White material in manuscripts accepted by denominational publishing house book committees, provided that no more than 20 percent of the manuscript is Ellen G White material. If the manuscript contains more than 20 percent of material from Ellen G White writings, the matter should come to the Board for its study and action.

GE 10 Reproduction of Ellen G White Writings

Even though a number of the Ellen G White books are in public domain and are no longer protected by copyright, it should be recognized that Ellen G White, in her will, entrusted all of her writings to a group of trustees in perpetuity. This represents a sacred trust which is morally binding. The Ellen G White writings should not be reproduced without written permission from the Trustees of the Ellen G White Estate.

GE 15 The Ellen G White Estate and the Spirit of Prophecy Committee

GE 15 05 Spirit of Prophecy Committee—The Spirit of Prophecy Committee is appointed by the General Conference Administrative Committee, and is constituted as follows: representatives of the General Conference officer group, one of whom shall serve as chair, Board of Trustees, and others. This committee shall serve during the period between the General Conference sessions.

General responsibility for the publication of Ellen G White books throughout the world is shared by the Board and the Spirit of Prophecy Committee, a standing committee of the General Conference.

1. The Board is responsible for:
 - a. New editions, changed formats, and other changes in presently published works.
 - b. Abridgments, translations, and related changes.
 - c. Editions of works for the blind.
 - d. Obtaining and keeping current all necessary copyrights.
 - e. The nature and content of any indexes that may be made.
2. The Spirit of Prophecy Committee is responsible for:
 - a. The overall planning of Spirit of Prophecy promotion.
 - b. Encouraging the reading and use of Ellen G White writings.
 - c. The annual Spirit of Prophecy Sabbath program.
 - d. Promoting the non-English publication of Ellen G White material

and, if subsidies are required, recommending to the General Conference Administrative Committee the subsidy that should be granted. However, the preparation of such editions, with related correspondence and attention to legal or copyright matters, shall be the responsibility of the Board.

GE 15 10 Publication of Ellen G White Books—Ellen G White books are handled differently from other denominational publications. As a legal organization the Ellen G White Estate is authorized to hold the copyrights of all Ellen G White books. The Board grants permission for the use of Ellen G White writings and acts on plans involving the publication of Ellen G White materials or works drawn largely from her writings.

GE 15 15 Trade Books—The publication of Ellen G White trade books in North America is shared between the two publishing houses. Because of their unique value to the Church such books, once issued, shall continue as stock items. When such books need to be reset, the Board shall be informed.

Manuscript for new compilations shall be passed by the Board to the publishing houses, but it shall not be submitted to the respective book committees. The North American publishing houses are empowered to publish Ellen G White trade books in English for use by the world field. This permission, however, does not preclude the publishing of English editions overseas if such are deemed advisable. All negotiations for English editions which are printed outside the North American Division as well as foreign language editions are to be made between the respective division and the Board.

Apart from these special arrangements, Ellen G White trade books are published on the same basis as others issued by North American publishing houses, with the publishers meeting all initial expenses and being responsible for advertising, distribution, and similar costs.

GE 15 20 Subscription Books—Ellen G White subscription and trade books are handled on the same terms. The publishing house to which the book is assigned bears all initial expense. Control of the English printing of the books by the North American publishing houses is restricted to their use in the United States and Canada and to the territories served by the Stanborough Press as a subsidiary of the Review and Herald Publishing Association.

Prior to the publication, resetting, or reillustrating of any Ellen G White subscription book now in circulation, counsel shall be sought of the Board and the General Conference Publishing Department.

GE 15 25 Responsibility for Compilations—When there is a call for a compilation of Ellen G White writings in book form, the need for such a book shall be considered by the White Estate Board of Trustees and on favorable action it shall be referred to the Spirit of Prophecy Committee for counsel. The Spirit of Prophecy Committee may also take the initiative in recommending the publication of new compilations. Responsibility for the authorization of

the compilation and supervision of the manuscript preparation shall rest with the Board.

If the compilation is made by others than the Ellen G White Estate staff, remuneration, if any, shall be through a definite sum authorized by the Board in consultation with the General Conference. The publishing house shall bear the expenses associated with the preparation and publication of such books.

GE 15 30 Study Guides—The following guidelines are established for the preparation of study guides for Ellen G White books:

1. It should be the sole objective of the study guide to lead the reader to a knowledge of the counsels and instructions given by Ellen G White, and great care should be exercised to avoid interpretation of writings either by comment, emphasis, or wording of the text.

2. Study guides to the Ellen G White books, being fully dependent on these books for their existence, are supplements to these books, and should therefore be handled under the regulations pertaining to the publication of Ellen G White books.

3. When there is a call for a printed study guide to any Ellen G White book to be issued for distribution as a regular publication by one of the publishing houses, the responsibility for authorization and supervision of manuscript preparation and publication shall rest with the Board. Royalty shall be paid to the General Conference at five percent of the retail price of these study guides (the same as for the annual devotional and missionary books of the year—see FP 55 10, category D).

4. The manuscript may be prepared in the Ellen G White Estate office, or the work may be assigned to a person not on the office staff. In the latter case remuneration, if any, shall not be made under the royalty plan but shall be a definite sum authorized by the Board in consultation with the General Conference Corporation. Such payment may be charged against the General Conference account to which, by agreement, Ellen G White royalty income accrues.

5. Policies that call for Spirit of Prophecy Committee approval for the publication of new Ellen G White books shall apply to such study guides.

6. These policies shall not apply to such outlines and study guides that are temporary in nature, mimeographed for use in institutes or classrooms in educational or other institutions.

GE 15 35 Royalty—Ellen G White books shall be royalty free.

GE 15 40 Releasing Unpublished Material—The decision as to the suitability of unpublished material for general release rests with the Board which shall approve both the release and the manner of release.

GE 15 45 Authorization to Print—Any territory desiring to translate and publish any of the Ellen G White writings shall communicate with the Board and the Publishing Department of the General Conference before beginning

the translation. The publishing house issuing the book shall be subject to the conditions governing the issuance of denominational literature as these relate to the use of illustrations and to royalty in such cases as royalty is called for. Upon completion of the work the publishing house shall report the language, the size of the edition, and other helpful information to the Board for their records, and shall file two copies of the completed work with the office of the Ellen G White Estate and one copy with the Publishing Department of the General Conference. Board authorization to publish is separate and distinct from any financial commitment to aid in publication. (See GE 15 75.)

GE 15 50 Worldwide Publication of Subscription Books—Encouragement is given to the publication of such Ellen G White subscription books as may meet the needs of the various territories. These books may be issued either in their entirety or in abridged form. When it is deemed advisable to use the abridgment, the standard approved abridgment should be used.

This plan brings a desirable uniformity into our literature. Manuscripts for abridgments may be obtained from the office of the Ellen G White Estate. If a special abridgment is called for, plans for its preparation must be worked out in counsel with the Board. The Board, the Spirit of Prophecy Committee, and the General Conference Publishing Department encourage publication of the Ellen G White books in their entirety as far as is practical.

GE 15 55 Worldwide Publication of Trade Books—1. *Purchase of Printing Rights and Printers*—Publishing houses wishing to print Ellen G White trade books in a language already in print may purchase the printing rights and printers from the original publishers as follows:

- a. Text only—Five percent (5%) of initial cost of text.
- b. Combined text, art work, and pictures—Seven-and-a-half percent (7.5%) of total initial cost.
- c. Initial cost shall include actual origination expense incurred up to the point the negatives are stripped and flats made ready for the production of printing plates. Normal factory overhead percentages shall be included but not promotion or distribution costs.
- d. Author and artist royalties are additional as required.
- e. Printers shall be supplied at cost, as defined in 1-c, plus fifteen percent (15%).
- f. *Distribution Rights*—The purchasing publisher's distribution rights on the purchased book shall be limited to its own territory.

2. *Permission to Translate*—A request for the translation of an Ellen G White Trade book in a major language used by more than one division shall be approved and the translating assigned by the World Literature Ministry Coordinating Board (WLMCB).

GE 15 60 Translations—Translating Ellen G White books presents a unique problem. Being Spirit of Prophecy literature, the translation must be

faithful and made from the original English text, and shall convey to the readers of other languages an accurate picture of the Ellen G White teaching. Care should be exercised to avoid making the translation literal, hence stilted and sometimes meaningless. On the other hand, the translator must not take the liberty to introduce his own viewpoint or add sentences to further delineate the subject presented. Nor is the translator at liberty to delete sentences. Such translations are not acceptable, and their publication must not be permitted. All translations should be carefully checked by readers designated by the union or division in which the work is done.

In some cases a given translation may serve several territories. When this is so, the translation shall, if feasible, be made available for checking in all areas concerned.

The Trustees of the Ellen G White Estate retain the responsibility to approve the translations of the Ellen G White books prior to their publication, and shall take such steps as they deem advisable to assure themselves that the translation is acceptable.

GE 15 65 Introductory Spirit of Prophecy Library—The Southern Africa-Indian Ocean Division shall arrange for the publication of the volumes designated as constituting the Introductory Spirit of Prophecy Library. These volumes are to be issued in their entirety so as to correspond to their English counterparts. The books comprising this library are:

List A (First Priority)

Acts of the Apostles, The

Adventist Home, The

Christ's Object Lessons

Christian Service

Counsels on Stewardship

Desire of Ages, The

Early Writings

Education

Gospel Workers

Great Controversy, The

Ministry of Healing, The

Patriarchs and Prophets

Prophets and Kings

Steps to Christ

Story of Redemption, The

List B (Second Priority)

Child Guidance

Counsels on Diet and Foods

Evangelism

Life Sketches of E. G. White

Messages to Young People
Testimony Treasures, Volume I
Testimony Treasures, Volume II
Testimony Treasures, Volume III
Thoughts From the Mount of Blessing
Selected Messages, Book 1
Selected Messages, Book 2
Selected Messages, Book 3
Welfare Ministry

GE 15 70 Responsibility for Publishing—The primary responsibility for producing these books rests with the Southern Africa-Indian Ocean Division Executive Committee, but the General Conference Executive Committee, through the Spirit of Prophecy Committee, may render assistance. The question of the order in which the Introductory Spirit of Prophecy Library books shall be published is left with committees in the various territories.

GE 15 75 Financial Assistance—1. The objective of the Spirit of Prophecy Book Subsidy Fund is to help make the Ellen G White books available in the various languages spoken by Seventh-day Adventists, at a price within their local buying ability, taking into account the economy of the country, earning power of the people and size of the language group. Wherever possible, the books shall be produced and distributed on a self-supporting basis. Where this is not possible, financial assistance in the form of subsidies may be called for.

2. Although preference is given to the Introductory Spirit of Prophecy Library, requests for subsidies may be made on any Ellen G White book for trade or subscription printings and on materials as approved by the Ellen G White Estate Board.

3. Subsidies for the initial publication of Ellen G White books in languages other than English shall be made by the General Conference Administrative Committee on the recommendation of the Spirit of Prophecy Committee and made available from the Subsidy Fund for initial publication expense based on the number of pages of the English edition on one of the following plans:

a. *Plan A*—For language areas with more than 5,000 members, up to US\$20 per page based on actual costs, and apportioned as follows:

| | |
|--------------------|------|
| General Conference | 40% |
| Division | 35% |
| Union | 25% |
| <hr/> | |
| per page | 100% |

b. *Plan B*—For language areas with fewer than 5,000 members, up to US\$26 per page based on actual costs, and apportioned as follows:

| | |
|--------------------|-----|
| General Conference | 46% |
|--------------------|-----|

| | |
|----------|------|
| Division | 39% |
| Union | 15% |
| per page | 100% |

c. *Plan C*—For language areas with more than 5,000 members in countries with inadequate economies, as approved by the General Conference Spirit of Prophecy Committee, up to US\$30 per page based on actual costs, and apportioned as follows:

| | |
|--------------------|------|
| General Conference | 60% |
| Division | 27% |
| Union | 13% |
| per page | 100% |

d. *Plan D*—For language areas with fewer than 5,000 members in countries with inadequate economies, as approved by the General Conference Spirit of Prophecy Committee, up to US\$35 per page based on actual costs, and apportioned as follows:

| | |
|--------------------|------|
| General Conference | 69% |
| Division | 23% |
| Union | 8% |
| per page | 100% |

4. The Union Committee concerned shall take the initiative in making the arrangements for the translation.

5. The Union officers shall, in consultation with the division, prepare the request for the subsidy which shall include the following information:

- a. Number of pages in English edition.
- b. Number of pages in translation.
- c. Number of church members served by the language.
- d. Per capita tithe.
- e. Proposed retail sale price.
- f. Approximate number of people who use the language.
- g. Number of books to be printed.
- h. Steps which have been taken to have the translation checked by individuals in other areas of the world where the publication may be used.
 - i. Provision for checking the translation for accuracy.
 - j. Proposed date of publication, etc.
 - k. Plans for the promotion of the book.

6. The request shall be approved by the Division Executive Committee and placed on the form provided and forwarded to the Secretary of the General Conference Spirit of Prophecy Committee.

7. *Division Fund*—The Southern Africa-Indian Ocean Division shall set up a fund to cover their portion of the above subsidies.

8. *Book Stocks*—Inasmuch as it is the objective of this plan to make these Ellen G White books available on a continuing basis, the publishing houses

shall keep a stock of each published volume to meet the need of a growing constituency. If a publishing house is not financially able to carry the investment involved in this program, the Division Executive Committee shall arrange for the necessary capital for this purpose.

9. In order to ensure the continual availability of Spirit of Prophecy books subsidized by this policy, funding for a second printing shall be available from the General Conference at the following percentages of the maximum provision per page for original translated printing and will be released to the publisher upon proof of the second printing:

Plan A—20%

Plan B—23%

Plan C—13%

Plan D—17%

10. To make economical reprints possible, steps should be taken at the time of the initial printing to preserve the positive printers, plates, etc.

11. When an original translation is found to be inaccurate or outdated, a retranslation may be done. The subsidies for retranslation work per page, from the General Conference, the division, and the union shall be set at 50 percent of the regular translation subsidies as set out in paragraph 3. a. to d. above.

12. For transferring translated material onto CD-ROM format, the General Conference, the divisions, and the unions involved shall subsidize with 5 percent of the regular translation subsidies as set out in paragraph 3. a. to d. above.

GE 15 80 Handling Subsidy Funds—The funds voted by the General Conference Executive Committee to assist in the publication of the Ellen G White books, as a usual procedure, shall be held in trust by the General Conference until the publishing house has the translation in hand and is ready to proceed with the printing. Then upon the request of the field, together with notification of the status of the project, the treasurer/ chief financial officer of the General Conference shall release such funds for use in the initial expense.

GE 15 85 Unused Subsidies—Any funds appropriated from the Subsidy Fund to assist in the initial expense of the production of an Ellen G White book overseas shall automatically revert to the fund if uncalled for within three years of the time the action was taken appropriating such funds, unless an extension in the time is granted on specific request of the division concerned.

GE 15 90 Reports—Publishing houses are to report annually to the secretary of the Board informing the Board of the Ellen G White books published, the number of copies sold, and any related pertinent information that would be of service to the Board.

**GE 20 Ellen G White Estate Branch Offices and
Ellen G White Seventh-day Adventist
Research Centers and Study Centers**

GE 20 05 Ellen G White Estate Branch Offices—Branch Offices of the Ellen G White Estate are extensions of the main office of the White Estate and are located at educational institutions belonging to the General Conference and serving the world church. As such, they are responsible for promoting an understanding of the writings and ministry of Ellen G White. They are established when deemed necessary by the Board of Trustees and in consultation with the General Conference. Initial setup costs, salaries and allowances, as well as operational expenses are provided by the General Conference budget.

The director of a Branch Office is appointed by the Board every five years, at the first Board meeting after the General Conference Session, and holds the position of assistant director of the Ellen G White Estate. The Branch Office director is a full-time employee of the White Estate unless other arrangements are made between the General Conference and the institution involved.

GE 20 10 Ellen G White—Seventh-day Adventist Research Centers—Each division of the General Conference where there is not a Branch Office is authorized to establish one Ellen G White Seventh-day Adventist Research Center in an educational institution located within its territory, subject to the approval of the Board and the General Conference Executive Committee. Research Centers serve the division where they are located as a resource regarding the writings and ministry of Ellen G White. Unlike Branch Offices, Research Centers are encouraged to preserve the broader history of Adventism within their territory. In addition, the Ellen G White Estate and the General Conference share oversight of the Research Center with the division involved. Any relocation of the center will require approval by the division and the Ellen G White Estate Board.

The director of the Research Center is to be recommended every five years by the division in counsel with the institution where the Center is located, and appointed by the White Estate Board as soon as possible after the General Conference Session. Unlike a Branch Office, 50 percent of the director's time is devoted to the Center and 50 percent to the educational institution in which the Center is located. The designated employing organization of the Research Center director will be determined by the division and the host educational institution in consultation with the Ellen G White Estate. In the event of a vacancy during the quinquennium, the division is to recommend a new director to the Board for appointment.

Each division where there is an authorized Research Center will receive annually, an appropriation from the General Conference equivalent to 75 percent of the denominational annual basic wage factor for the territory where

the Center is located. This appropriation is intended to cover 50 percent of the Research Center director's salary and includes an additional 25 percent of the wage factor for the director's estimated benefits. In cases where this appropriation does not cover 50 percent of the salary and benefits for the director of the Research Center, the difference between the appropriation and 50 percent of the actual salary and benefits can be charged to the General Conference in a time period not to exceed one calendar year following when the appropriation has been released to the division. An appropriate travel budget is to be provided by the division for the director's field services. The General Conference also may provide annual supplemental travel assistance. All other operating expenses, such as secretarial services, office supplies, maintenance, etc, as well as the physical facilities, such as the vault, office space, and general furnishings, are to be provided by the division with the cooperation of the educational institution involved. The General Conference provides the specialized equipment and research materials necessary for the establishment of the Center, as specified by the Ellen G White Estate. All White Estate files, including copies of the Ellen G White letters and manuscripts, are provided on a loan basis and remain the property of the Ellen G White Estate. Should it become necessary to close an Ellen G White Seventh-day Adventist Research Center, all White Estate files, including the Ellen G White letters and manuscripts, are to be returned to the Ellen G White Estate.

A supervisory committee of seven to nine members, including the division Spirit of Prophecy Coordinator, is responsible for management of the Center, including preparation of the center's annual budget. Its members are recommended by the division after each General Conference Session, and appointed at the first subsequent meeting of the White Estate Board. The director of the Center is the secretary of the committee. The director of the White Estate, or a person who officially represents the director, is an ex officio member of the committee. The supervisory committee is to meet at least once a year and keep records of its actions. A copy of the committee's minutes is to be forwarded to the White Estate. An in-house committee of three, including the director of the Center, is appointed every five years by the division, for consultation as needed in regard to day-by-day decisions in the Center.

GE 20 15 Additional Ellen G White Seventh-day Adventist Research Centers in a Division—The General Conference and the Board provide funds for only one Research Center per division. Additional Research Centers in a division that already have been established with the authorization of the White Estate Board and the General Conference, follow the policies stated under GE 20 10 except for the financial arrangements which are the following:

All operating expenses of the additional Research Center, including setup costs, 100 percent of the salary and allowances of the director, secretarial

services, and travel budget, are the responsibility of the division/union in cooperation with the educational institution where the Research Center is located.

The division may choose to divide its annual appropriation received from the General Conference between the initial Center and additional Centers, but the total amount received will not exceed what was provided to the initial Center. Dividing the General Conference subsidy should not result in the reduction of any services or resources at any of the Research Centers in the territory. If an additional Center should close, all White Estate files are to be returned to the Ellen G White Estate, as stated in GE 20 10.

Colleges and universities owned and operated by unions may also elect to establish a Research Center with authorization of the union, division, and the Board. All setup and operating expenses are the responsibility of the educational institution and/or its union. The director of the Research Center is to be recommended every five years by the employing organization, in counsel with the union/division, and appointed by the Board as soon as possible after the General Conference Session. A supervisory committee of no fewer than five, nominated by the college/university board, and appointed by the Board, is responsible for management of the Center. The division Spirit of Prophecy Coordinator, director of the White Estate, or persons who officially represent them, shall be ex-officio members of the committee. All other policies follow those stated under GE 20 10.

GE 20 20 Additional Ellen G White Seventh-day Adventist Study Centers—An educational institution may request authorization from its union and the Board for the opening of a Study Center to serve its local academic community. The Ellen G White Seventh-day Adventist Study Center consists of a physical space, in or near the library, containing resource materials pertaining to the writings and ministry of Ellen G White, and Adventist history. Distinct from Branch Offices and Research Centers, Study Centers do not have photo reproductions of the unpublished Ellen G White letters and manuscripts. All operating expenses, including initial costs and salaries, are to be provided solely by the institution involved.

A part-time or full-time faculty member appointed by the educational institution in consultation with the White Estate, is responsible for the operation of the Study Center. This individual reports to the institution's board. The Research Center of the division where the Study Center is located serves as the main consultant and adviser for the Study Center.

A list of required resource materials and equipment needed to establish a Study Center is available from the White Estate.

GE 20 25 Summary of Financial Responsibilities—1. Branch Offices:

a. General Conference – Setup costs, operational expenses, salaries, travel and other allowances

- b. Institution – Physical space to house office
- 2. Research Centers (first in a division):
 - a. Operation:
 - 1) General Conference – Resource materials and specialized research equipment (including shipping)
 - 2) Division/Host Academic Institution – Any duty on imported items, physical space to house Center, furnishings, operating expenses, such as secretarial services, office supplies, maintenance, etc
 - b. Salary/Travel:
 - 1) General Conference – 75 percent of the division’s basic wage factor for the territory where the Center is located; may provide supplemental travel assistance
 - 2) Division/Host Academic Institution – Balance of director’s salary, appropriate travel budget
- 3. Research Centers (additional in a division):
 - a. General Conference – No assistance
 - b. Division/Host Academic Institution – All operating expenses, including physical space, furnishings, setup costs, shipping and any import duty, 100 percent of the salary and allowances of the director, secretarial services, and travel budget
- 4. Study Centers:
 - a. General Conference/Division – No assistance
 - b. Host Academic Institution – All operating expenses, including physical space, furnishings, setup costs, shipping and any import duty, 100 percent of the salary and allowances of the director, and secretarial services

ADVENTIST DEVELOPMENT AND RELIEF AGENCY

HA 05 Philosophy, Background, and Objectives

HA 05 05 Philosophical Basis—Seventh-day Adventists believe that their philosophy of and involvement in development and relief aid is authorized in concept and outlined in scope by the Holy Scriptures. (See also HA 15 05, *Biblical Perspectives*.)

HA 05 10 Historical Background—Philanthropic and humanitarian involvements are an integral part of Seventh-day Adventist history. From its beginning, the Seventh-day Adventist Church has been concerned for the less fortunate. When it embarked on its world mission in the last decades of the nineteenth century, it demonstrated that concern by establishing schools and health care programs among needy peoples. Major institutions were developed to meet these concerns and to aid in the advance of the Church's mission. In the years following World War II, the Church's sense of responsibility toward those affected by disasters resulted in the creation of the Seventh-day Adventist Welfare Service (SAWS). Its name was changed to Seventh-day Adventist World Service (SAWS) in 1973. In the decades of the 70's and 80's partnership in development with Third World countries produced an increasingly complex though successful development and relief operation.

HA 05 15 Purposes and Objectives—Because of its Biblical perspectives, the Seventh-day Adventist Church regards as germane its involvement in development and relief aid. The Adventist Development and Relief Agency (ADRA) has been established to express the Church's concerns in this area and to meet the following objectives:

1. To awaken concern for the very poor, the deprived, the sick, the malnourished and the victims of natural and man-made disasters resulting in the commitment by the Church of its own funds and resources for the benefit of such needy people.

2. To deepen the desire to understand the causes of deprivation, injustice and need so that assistance given will be appropriate to the community and to the Church's view of its mission.

3. To establish policies and procedures which will eliminate race, gender, creed or politics from the criteria used for the granting of aid.

4. To develop plans and policies which not only meet emergency needs but also seek to put in place programs which will provide long-term solutions.

5. To involve the established institutions of the Church not only in their historic role in development and relief and in the spiritual mission of the Church, but also as participants in new initiatives in community development and relief.

6. To establish a partnership with those in need which seeks to meet their needs within the respective cultural context, and which they will regard as appropriate and helpful in both the short- and long-term perspectives.

7. To seek cooperation with denominations, philanthropic organizations, government agencies and development banks which share the Church's concerns and with whom it may participate in meeting human need.

8. To welcome partnership with organizations which work toward the restoration of human dignity through development and relief, and which seek to improve the quality of life as it is understood by the benefiting community; and to bring to such partnerships the Church's own internally generated development and relief funds as well as to accept partnership in funding with other organizations and the benefiting community.

9. To utilize the Church's international infrastructure and communication system for the distribution and monitoring of programs.

10. To use the relief resources at their disposal to answer immediate needs, and to involve it in long-term commitments to meet agreed-upon goals and objectives.

11. To communicate those Christian values which the Church holds by its very nature without using them as criteria for the giving of aid.

12. To establish policies and procedures which will ensure that Church-sponsored volunteers and fully paid employees will not burden the communities where they serve and that their skills will contribute toward meeting the needs which they are assigned to meet. (The Church has historically regarded as essential the training and deployment of local personnel to meet community needs and expectations.)

13. To develop a program of communication and information within and without the Church to make known its objectives and programs in development and relief.

HA 10 Organization and Procedures

HA 10 05 Organization—1. The Adventist Development and Relief Agency (ADRA) is the international development and relief agency of the Seventh-day Adventist Church. Where advisable ADRA may authorize the use of other names and agencies.

2. ADRA at the General Conference (world) level shall be known as ADRA International.

3. The Board of Directors of ADRA International shall be appointed quinquennially by the ADRA Membership Meeting. The Board shall be responsible for all ADRA operations which will be administered through an Executive Committee of the Board and in harmony with denominational policies.

4. The Southern Africa-Indian Ocean Division cooperates in the establishment of subsidiary ADRA organizations, patterned after the ADRA International organization, to coordinate the ADRA programs in the respective union territories.

HA 10 10 Programs and Procedures—1. ADRA is a humanitarian development and relief agency which, through its financial, material and technical resources, will support, rehabilitate and enhance the quality of life and well-being of communities and citizens in developing countries with particular attention to the extremely deprived. This will be done without reference to ethnic, political or religious association, and in a manner that will encourage self-reliance and self-determination.

2. ADRA, at the request of the divisions, will provide prompt and effective response to community disasters of all kinds, wherever feasible, utilizing programs that minimize dependency formation and foster long-term goals of self-support and sufficiency.

3. Through the establishment and extension of medical and educational service facilities and programs, ADRA, at the request of the divisions, will provide appropriate levels of education and primary health services, with particular emphasis in those geographical areas where such services are nonexistent or inadequate.

4. Wherever possible, ADRA, at the request of the divisions, will use existent infrastructure, denominational and/or nondenominational, as a base of operations to create, finance and implement community-based developmental interventions that focus on the most basic needs of the health, sustenance and livelihood of the most needy sectors. Such programs will maximize community involvement and participation and will include primary and preventive health care, nutrition, education, small-scale agriculture, water development, literacy and income generation.

HA 10 15 Finances—1. *Sources of Funding*—The sources of funding for ADRA activities within the Southern Africa-Indian Ocean Division shall be Development Funds, Disaster and Famine Relief Offerings, funds budgeted by the Division and unions and local conferences/missions/fields, contributions from individuals, private industry, national and international philanthropic organizations and development banks, and governmental agencies for international development.

2. *Registration with Agencies*—ADRA organizations shall apply to the respective government and private agencies for registration as required.

3. *Approval of Projects*—a. Projects proposed within the division, which will require the use of assistance from sources outside of the division, shall have the endorsement of the respective ADRA Division Board and be approved by the ADRA International Executive Committee.

b. Approval by the ADRA International Executive Committee shall also be required for projects with sources of funding within the division under the following conditions:

1) When technical assistance is required from outside the division territory.

2) For major projects, as defined by the ADRA International Board.

4. *Accounting for Funds*—ADRA funds shall be accounted for at all levels of organization by generally accepted accounting principles. All funds received for specific projects which require separate accounting shall be kept in a separate ADRA bank account until used for that project and shall not be comingled with other funds. Such accounts, with supporting documents, shall be subject to external audit conducted by either the General Conference auditors or governmental auditing services, as may be stipulated when the funds are received.

5. *Eligibility for Relief and Development Aid*—a. All assistance for development and relief aid granted by ADRA shall be designated for communities, families and individuals in need.

b. Eligibility of projects for assistance provided by ADRA International shall be established through the ADRA Regional Committees.

6. *Requests for Assistance*—All requests for assistance shall be placed through regular ADRA channels. If aid is requested in the form of cash or materials purchased by ADRA International, it shall be granted on condition that the requesting organization will provide funds on a sharing basis as determined by the ADRA International board.

HA 10 20 Reporting—1. The executive director of ADRA at the division section level shall be responsible for reporting to the donor agencies and to ADRA International.

2. A uniform system of reporting shall be used throughout the ADRA organization.

3. At the annual meeting of the board of directors, the following shall be submitted for acceptance/approval:

a. A status report on the activities of ADRA International's worldwide operation covering all projects currently operative, irrespective of their sources of funding and the areas where they operate.

b. A report on the requests for assistance that have been made to donor agencies.

c. An annual financial statement.

d. An annual ADRA International budget for approval.

4. Copies of minutes of ADRA division section committees shall be filed with ADRA International.

HA 10 20 Constitution and Bylaws—ADRA International shall operate and be administered in harmony with its constitution and bylaws as approved by the General Conference Executive Committee.

HA 15 Basis for Supporting Philosophy

HA 15 05 Biblical Perspectives—The following Biblical perspectives are the basis for the Church’s activities in the areas of development and relief aid:

1. God sent Jesus Christ into a sinful and evil world in order to answer human need and show a new way of life that would demonstrate the principle of love in all human relationships. (John 3:16, Luke 19:10, Luke 10:27)

2. Jesus Christ showed special concern for the very poor, the despised and the deprived. He condemned those who failed to respond to their situation. (Luke 4:18, Luke 20:47, Luke 12:21)

3. The New Testament condemns the use of categories or groups of people as a basis for Christian involvement in meeting need. (Mark 16:15, Col 3:11, Rom 3:23)

4. The Saviour, in His initiatives and in the commission to the Church, regarded man as a whole, and offered healing, teaching and salvation so that the image of the Creator might be restored in man. (Luke 4:40, 43, Col 3:10, Luke 10:9)

5. The Church is called to give itself to the world in a redeeming, healing ministry. (John 12:5, James 2:15, 16, I John 3:16)

6. The end time brings cruel and evil distortions in the social fabric, a condition deplored in the world and by its Lord, and to which the Church responds. (James 5:1-6, Isa 58:6, 7, Rev 3:17)

7. Christianity acts as a catalyst in social and political change, yet the Church does not seek political involvement or economic advantage through its ministry and mission. (John 18:36, Acts 4:34, Amos 8:4)

ADVENTIST WORLD RADIO

HB 05 Statement of Purpose

Adventist World Radio is an institution of the General Conference of Seventh-day Adventists established to proclaim the everlasting gospel to the entire world in harmony with scriptural commands through various types of radio and Internet broadcasting. (See also Total Commitment to God declaration, A 15 40.)

A priority is placed on broadcasting to areas that have limited opportunity for outreach activities, low membership to population ratios and large territories, the inability to access other broadcast media, and other special circumstances. Such unreached people groups are found, for instance, in the countries of the 10/40 Window. Adventist World Radio uses local languages for broadcasting in order to reach the largest number of people.

HB 10 Organization and Procedures

HB 10 05 Constituency—The General Conference Executive Committee is the constituency of Adventist World Radio.

HB 10 10 Board—A board appointed by the Annual Council immediately following the General Conference Session administers Adventist World Radio. The membership of the Board is as determined by the Annual Council of the General Conference Executive Committee. The Chair of the Board is a general vice president of the General Conference designated by the General Conference President. The Board appoints the Adventist World Radio President/Executive Director. The Board approves plans and policies for Adventist World Radio, establishes the budget, appoints standing and ad hoc committees, and controls the operations of Adventist World Radio within the policies and procedures of the General Conference.

HB 10 15 Operating Guidelines—Operating guidelines recommended by the Board and approved by the General Conference Executive Committee shall assist the administration of Adventist World Radio in its various operations.

HB 10 20 Adventist World Radio Officers, Operations Centers, and Stations—Adventist World Radio carries out its mission through denominationally owned and operated region offices, operations centers, and broadcast stations; it may also lease air time from other stations.

HB 15 Incorporation **[Repealed Annual Council 2011]**

HB 20 Relationships to World Divisions

HB 20 05 Business Activities—Since Adventist World Radio is an unincorporated subsidiary of the General Conference of Seventh-day Adventists, and the work of the General Conference is delegated to divisions, unions and conferences/missions/fields around the world, Adventist World Radio may develop agreements with these entities for providing legal standing or for general business activities such as: using office space or holding property, hiring employees, accounting and payroll processes, receiving donations, reporting to governments, establishing bank accounts, determining appropriate programming, use of the Adventist World Radio name and logo, and other related matters.

Adventist World Radio generally works with the highest level of church organization in the country where its respective offices are located and, as far as applicable, follows the policies of that particular organization.

Adventist World Radio indemnifies these church organizations for liabilities that may be incurred in direct relationship to Adventist World Radio's business activities.

HB 20 10 Broadcast Services—Adventist World Radio collaborates with the divisions and their unions by planning broadcasts to areas of mutual agreement. Generally for shortwave radio, it is the unions or divisions that operate production studios and care for follow-up of listeners while Adventist World Radio distributes and broadcasts the programs. Adventist World Radio determines what programming is appropriate for broadcast on its networks. In addition, Adventist World Radio provides technical expertise, training of personnel, and, in approved instances, equipment. Additional assistance is evaluated on a case-by-case basis. Unless requested to do so by the General Conference, Adventist World Radio does not accept responsibility for broadcasting within countries where the Church has access to other broadcast media.

HB 20 15 Division Coordination and World Offering—The communication directors of the divisions and unions are usually the contact links with Adventist World Radio. These individuals coordinate proposals for new language development, new studios and other initiatives, nurture the various production studios, promote the annual Adventist World Radio world offering (see HB 30, T 05 20, paragraph 6., and W 30), report and publicize Adventist World Radio activities in their territories, and other responsibilities as agreed upon.

HB 25 Financial Matters

HB 25 05 Financial Record Keeping—Adventist World Radio maintains its own financial accounts, including the receipting of donations and the recording of other income, and the payment of expenses. Salaries of Adventist World Radio employees are usually paid through the church organization in the territory where they are located.

HB 25 10 Sources of Funding—Adventist World Radio is funded through appropriations from the General Conference, an annual world offering (see HB 30, T 05 20, paragraph 6., and W 30), a percentage of any combined offering plans covering world missions offerings (i.e. world budget, one offering plan, etc.), other donor-designated offerings, private donations from individuals, and philanthropic planned giving instruments.

HB 25 15 Accountability for Funding—Adventist World Radio funds shall be accounted for at all region offices, stations, and other sites in accordance with accounting standards generally accepted by the Seventh-day Adventist denomination taking into account the legal requirements of the respective country. The Audit Committee with its membership selected in harmony with S 34 05 shall be appointed by the Board.

HB 30 Adventist World Radio Annual World Offering

HB 30 05 Annual Offering—An offering known as the Adventist World Radio Offering shall be received annually throughout the world field on a date approved by the General Conference Executive Committee/respective division committees. The date shall be included in the General Conference/Division Calendar of Special Days and Offerings. Divisions that follow a combined offering plan covering world mission offerings shall include Adventist World Radio in that plan. This offering and any other offerings designated for Adventist World Radio shall be processed according to the General Conference *Working Policy*, W 30, Adventist World Radio Offering.

ADVENTIST MISSION

HC 05 Philosophy and Mission

The Office of Adventist Mission oversees Global Mission and Mission Awareness. It is not a department, but works with all departments. As the mission communication and church-planting wing of the world Church's mission program, it is part of Secretariat at the General Conference and assists all Church entities in their efforts to raise awareness of mission needs and to take the everlasting gospel to every people group and to each individual in the world.

HC 10 Purposes

1. Global Mission—To oversee and strengthen the Global Mission initiative by focusing attention on areas and people groups where there are no, or few, Seventh-day Adventists and starting new groups of believers among them.
2. Mission Awareness—To promote and share mission information through official Church and other communication channels to raise awareness of mission needs and increase the financial and personnel support for the Church's worldwide mission outreach.

HC 15 Global Mission

The Global Mission function of Adventist Mission aims to reach the unreached with hope.

HC 15 05 Principal Objectives—1. To challenge church members with the need to reach all people groups with the Seventh-day Adventist message.

2. To find every means possible to plant new groups of believers and establish a strong Seventh-day Adventist presence in all people groups where presently there is none.

3. To help the Church grow where it has limited presence.

HC 15 10 Planting New Groups—The Seventh-day Adventist Church began as a church-planting movement and it will continue to grow as it focuses on establishing new groups of believers in new areas. "Place after place is to be visited; church after church is to be raised," writes Ellen G White. "Those who take their stand for the truth are to be organized into churches. . ."—Ev 353. Adventist Mission fosters and promotes this in a variety of ways, including church-planting conferences. These conferences cast the vision and provide resources for planting new groups of believers and for ministries that support this process.

HC 15 15 Global Mission Pioneers—Divisions are responsible for the

oversight of the recruitment of the Global Mission pioneers to start new groups of believers in new areas. Divisions are responsible for training pioneers, with guidance from the General Conference Adventist Mission.

HC 15 20 Global Study Centers—Global study centers for major world religions were established to expand church growth in specific people groups, religions, and philosophies. The centers develop a variety of models, methods, approaches, and tools to help the world Church, leaders and lay persons alike.

Their functions are:

1. To offer divisions a variety of concepts and models for reaching the unreached people groups in their territories.
2. To conduct research in cross-cultural theological issues that have the potential of significantly affecting the Church's approach to mission.
3. To recommend issues arising from their research that need further study by the Church.
4. To develop research papers that will guide the Church in its pursuit of global evangelism.
5. To support methods chosen by divisions through training and development of resources and materials that support these methods.

Global study centers are encouraged to find ways to “translate” the good news in a way that makes sense to people from different cultural and religious backgrounds. This process must never compromise or water down Bible truth, but must communicate that truth clearly with all of its implications to people of different context. Ellen G White says the apostle Paul “varied his manner of labor, shaping his message to the circumstances under which he was placed.” She adds, “. . . the laborer for God is to study carefully the best methods . . .” and “. . . are not to be one-idea men, stereotyped in their manner of working, unable to see that their advocacy of truth must vary with the class of people among whom they work and the circumstances they have to meet.”—GW 118, 119.

HC 15 30 Global Partnerships—Adventist Mission is responsible for the Global Partnership tentmaker program. It works closely with General Conference Secretariat and its affiliated entity, the Institute of World Mission, in recruiting, supervising, training, placing, and supporting tentmakers around the world.

HC 15 35 Financial Responsibilities—The Global Mission appropriations to world divisions have one major goal—to help fund projects to start new groups of believers in new areas. Each unit of Church organization will contribute financially to each Global Mission project. Future funding from Adventist Mission depends on adequate reporting of current projects.

HC 20 Mission Awareness

The Mission Awareness function of Adventist Mission is a communication function, not an administrative one.

HC 20 05 Principal Objectives—1. To raise awareness of mission among members of the Seventh-day Adventist Church.

2. To find creative ways of promoting the World Mission Fund through mission offerings, including the Thirteenth Sabbath offering, among members of all ages.

3. To develop new methods and processes for mission giving.

4. To assist in the recruiting of paid missionaries and volunteers.

HC 20 10 Principal Functions—1. To coordinate and channel mission information through official Church and other communication outlets.

2. To develop materials, resources, and programs that will inform and inspire Church leaders and laypeople regarding mission needs and opportunities.

3. To liaise with all levels of Church administration, institutions, departments, services, and supporting ministries as partners in raising the profile of mission offerings in the world field.

4. To provide information about how interested individuals can become personally involved in the mission program of the Church.

5. To evaluate the effectiveness of promotion initiatives.

**INTERNATIONAL
HEALTH FOOD MINISTRY
[Repealed Annual Council 2010]**

SUPPORTING MINISTRIES

K 05 Criteria for Defining Supporting Ministries

K 05 05 Criteria for Defining Supporting Ministries—The Seventh-day Adventist Church defines as Supporting Ministries, organizations that comply with the following criteria:

1. The leaders and representatives of supporting ministries shall be loyal members of the Seventh-day Adventist Church in good standing.

2. The theological positions of the supporting ministries and the emphasis placed upon them shall be in harmony with the fundamental beliefs of the Seventh-day Adventist Church. In supporting these beliefs, the context of both the biblical text and writings of Ellen G White will be faithfully used. Theological positions not addressed in the fundamental beliefs shall not be promoted.

3. The leaders and representatives of supporting ministries shall support and cooperate with the goals and purposes of the Seventh-day Adventist Church in their words, actions, and publications. Their work shall positively supplement that of the Church in carrying out the gospel commission.

4. Supporting ministries and their personnel shall clearly and explicitly state in their legal documents and in their dealings with third parties that they support the spiritual mission of the Church but are independent supporting ministries not controlled by or legally affiliated with the Church.

5. Supporting ministries shall not accept tithe from Seventh-day Adventist Church members but shall encourage their supporters to be faithful in returning tithe and appropriate offerings through the authorized channels of the Seventh-day Adventist Church.

6. Supporting ministries providing services outside their own division territory shall consult with, and secure approval from, the division administration concerned regarding the nature, extent and duration of services rendered within that division.

K 05 10 Process for Listing Supporting Ministries—Organizations that comply with the criteria of K 05 05, may apply for listing as a supporting ministry organization to the secretary of the division where the organization's head office is located.

The organization seeking listing shall:

1. Have been in operation for at least one year.

2. Have at least two full-time employees

3. Be led by a Seventh-day Adventist who does not receive salary from any Seventh-day Adventist denominational organization for the leadership of this organization

4. Is controlled by a board with a membership majority of lay Seventh-day Adventists

5. Complete an application form supplied by the appropriate division

6. Supply copies of the following documents, together with the completed application form, to the secretary of the division:

a. Mission statement

b. Articles of Incorporation (or constitution if unincorporated) and bylaws (or equivalent documents in jurisdictions using different terminology or having different requirements) clearly stating the organization's purposes and objectives, and legal status (for example, not-for-profit, charitable, or religious corporation). If such documents refer to the Seventh-day Adventist Church, they must clearly indicate the organization is an independent organization that supports the spiritual mission of the Church and is not controlled or legally affiliated with the Church.

c. References from individuals, church boards, or administrative entities attesting that the organization complies with the K 05 05 definition of Supporting Ministries

d. Statistics—number of employees/volunteers

e. Report of activities

f. Reason for seeking listing

g. Other information as required by K 05 05 or by the division reviewing the request for listing as a supporting ministry organization. When the application process is complete, the division secretary shall submit the request to the division executive committee for consideration and then notify the General Conference Secretariat when the supporting ministry organization is added to the division's list of supporting ministry organizations. Each division shall be responsible for the maintenance and accuracy of its list of supporting ministries. The roster maintained by the General Conference Secretariat is for the convenience of the divisions and does not connote control, endorsement, or responsibility for any supporting ministry listed. The General Conference Secretariat shall refer any question about any listing to the appropriate division for consideration and response.

In divisions where an Adventist-Laymen's Services and Industries-type organization is established, the division may choose to accept the Adventist-Laymen's Services and Industries-type application process. In such cases, the division shall send its recognized list of organizations to the General Conference Secretariat for listing on the roster.

Each division will confirm quinquennially that its list of supporting ministries meet all K 05 05 and other requirements of the division.

THE MINISTRY AND MINISTERIAL TRAINING

L 05 Pre-Ministerial Training

L 05 05 Pre-Ministerial Training—Pre-ministerial training requirements shall include:

1. The local church should elect the candidate aspiring to do ministry into a position where he/she can assist the church as well as gain valuable experience. Where possible, this individual should be allowed to serve on the church board.
2. The potential candidate should be given occasional preaching appointments, and be involved in visitation as guided and instructed by the local church elder/pastor. This visitation could be regular member visitation with a local elder/pastor, or giving Bible studies as part of the church's evangelistic outreach.
3. The potential candidate should be directly accountable to the local elder/pastor of the church who will evaluate him/her at the end of the year.
4. Final recommendation by the local conference/mission/field to the college/university will be based on the recommendation and approval of the local church.
5. The following candidates may be exempted from a supervised involvement in the local church:
 - a. Those who have taught in an Adventist School and have been active in the local church for two years or more.
 - b. Those who have conducted or participated in evangelistic campaigns as lay evangelist for two years or more.
 - c. Those who have worked as Global Mission Pioneers for two years or more.
 - d. Those who have worked as full-time or part-time Literature Evangelists and have been active in the local church for two years or more.
 - e. Those who have been active in the local church and have served as church elders for two years or more.

L 10 Ministerial Training

L 10 05 General Provisions—The academic qualification for joining the ministry shall be the completion of a Bachelor's degree in Theology/Religion as prescribed by the Southern Africa-Indian Ocean Division Executive Committee. In this Policy, this qualification will be referred to as Ministerial Training. Candidates for the ministry who, because of age or unusual circumstances, have not completed the Ministerial Training as prescribed by

the Division and who are considered for employment as ministers, shall be referred for consideration to the respective union committee for careful study and implementation of applicable division policy in such circumstances.

L 15 Ministerial Internship

L 15 05 Purpose of Plan—The Ministerial Internship is intended to stimulate interest in the work of the gospel minister and to coordinate the work of the union and local conferences/missions/fields in selecting, training, and placing recruits for evangelistic service.

L 15 10 Definition of Term “Ministerial Internship”—“Ministerial Internship”, as used here, designates a period of service spent in practical ministerial training, to be entered upon after the completion of the prescribed Ministerial Training, this training period to be served under supervision in a local conference/mission/field, at a limited wage, for the purpose of proving the divine call to the ministry.

L 20 Ministerial Internship—Procedures

L 20 05 Length of Internship—The length of the Ministerial Internship shall be two years except in those cases where advanced training is included by Division Executive Committee action. The intern shall be appointed for twelve months of full-time service, and if judged to have done successful work during that period he/she shall be appointed for a second period of twelve months. If the intern has not done successful work during that period he/she shall not be considered for the second period and will be dropped.

L 20 10 Allocation of Grants and Number of Internships—The Division shall allocate grants annually to each union for the internship program. The union, upon recommendation from the local conference/mission/field on the number of internships, shall approve and allocate grants to each local organization.

L 20 15 Wages of Interns—In harmony with the internship principle, the salary rate shall be on the basis of a limited wage as given in the wage scale. It is recommended that on completion of the internship period the employee be placed at or near the maximum for licensed ministers.

L 20 20 Rent Subsidies—The current rent subsidy policy shall apply to ministerial interns.

L 20 25 Financial Plan—The plan is designed to assist the local conferences/missions/fields in such ministerial training by a sharing of the salary and expenses by the Division, union, and local conference/mission/field as provided by Division Executive Committee action.

L 20 30 Licensure—Ministerial interns shall receive denominational licensure (ministerial, commissioned minister, or missionary licence in harmony with Division policy) when they begin their field experience.

L 20 35 Service Record—In considering eligibility for retirement benefits, the service record shall begin when the intern begins his/her service in the field.

L 20 40 Conference/Mission/Field Responsibility—1. Conferences/missions/fields shall assume obligation for direct supervision in training ministerial interns, giving them opportunity for actual development in speaking and bearing responsibilities.

2. Local conferences/missions/fields shall place ministerial interns in the conference/mission/field where there is prospect for well-rounded development in all the phases of the ministry—evangelistic, pastoral, teaching (i.e., personal and group instruction), and various departmental activities.

a. Evangelistic—For some months during the internship period, preferably at the outset, opportunity should be given the intern for association with one or more experienced evangelists where by observation and participation he/she can receive inspiration, and study the techniques of successful soul winning.

b. Pastoral—The training shall include some months in association with a pastor of experience, either in a sizable church or in a district. During this time he/she shall be given opportunity to observe and participate with the pastor in the numerous duties involved in caring for the flock.

c. Teaching—In the development of a ministerial worker who is “apt to teach,” opportunity shall be given the intern for participation in teaching individuals in home evangelism and in groups such as community Bible schools, pictured-truth meetings, and evangelistic Bible and baptismal classes.

d. Chaplaincy—As much as possible, the intern should also be exposed to chaplaincy work, where he/she will be attached to an endorsed chaplain for a period of time.

e. Promotional—For a few weeks during the internship period the intern shall be given opportunity to develop qualities of leadership and organization under the supervision of the conference/mission/field departmental directors/secretaries in programs such as youth camps, Ingathering promotion, and educational conventions.

3. During the period of his/her internship and preferably in his/her final year opportunity shall be given him/her to lead out in an evangelistic series for which he/she shall be held personally responsible.

4. In accepting an intern for ministerial work, it is understood that the conference/mission/field intends to continue the individual as a regular employee. Each intern and the supervising pastor shall be given the internship guidelines as provided by the Southern Africa-Indian Ocean Division

Ministerial Association, including an evaluation sheet which is to be honestly and faithfully completed by the supervising pastor. This report is to be furnished to the Union Executive Committee at the close of the first and of the second year's service stating either that the intern gives promise of development in ministerial lines or that he/she has failed to make good and is recommended to be dropped.

5. The intern should be elected as a church elder of the church or churches where he/she works and the conference/mission/field president shall facilitate this arrangement.

L 20 45 Qualifications of Candidates for Internship—1. Eligibility to these internships shall include:

- a. A living Christian experience.
- b. Completion of the prescribed Ministerial Training Course.
- c. Recommendation from the faculty of the school attended as to religious attitude and experience, studiousness, and industry.
- d. Literary qualifications such as to dignify the sacred calling of the ministry and at the same time provide adequate general educational background to compare favorably with attainments in other professions.
- e. Recommendations by the local conference/mission/field committees for acceptance by the Union Executive Committee.
- f. Reasonable practical experience, including if possible, medical training, or a useful trade.
- g. Adaptability and willingness to work.
- h. Aptitude for public speaking and labor.
- i. Reasonable health and freedom from serious physical handicaps or speech impediment.
- j. Three months or 350 hours with sales equivalent to 20% of the annual sales required from a full-time Literature Evangelist. Exceptions should be allowed only after careful study of the individual case and should be very few.

2. The Ministerial Internship Plan shall not include men or women whose years of experience or service in other lines of denominational work qualify them to enter the ministry with a reasonable assurance of success, and for whom such a period of training is impractical.

3. The primary aim is to secure individuals with a focus on a lifetime career in ministry. Individuals who have not completed their preparatory training and who knowingly plan to return to school for further work shall not be eligible for internship; only those qualify who have finished their preparatory work and present themselves as candidates for continuous service.

L 20 50 Appointment of Interns—1. Candidates for the ministry desiring to make application for ministerial internships shall complete application forms during the last year of the Ministerial Training Program and submit

them to the school faculty for endorsement. The local conference/mission/field assess the endorsed candidates based on its unique requirements and budgetary provisions and recommend to the Union for final approval.

2. The action of the Union Executive Committee becomes authorization for employment of the ministerial intern and payment of each contributing organization's part of the salary, in harmony with the beginning date as determined by the Union Executive Committee.

3. Inasmuch as ministerial interns are appointed by the Union Executive Committee on recommendation of the local conference/mission/field committees, an intern shall be dropped only by the same procedure; that is, by the Union Executive Committee on recommendation of the local conference/mission/field committees.

L 20 55 Calling of Ministerial Interns—Only in exceptional cases shall ministerial interns and sponsored students be called from their sponsoring organizations. However, when such calls are placed they shall be made on the following basis:

1. Calls for ministerial interns and sponsored students to serve outside their base divisions should be placed only in very special cases in which language, prior training, or experience are factors and the need cannot be met otherwise. Such appointments are not to be made until they are cleared with the sponsoring organization.

2. Calls between unions for ministerial interns are discouraged. However, when such calls are made, the Division policy covering the financial provisions for amortization of moving expense shall apply.

L 25 Seventh-day Adventist Theological Seminary

1. The purpose of the Seventh-day Adventist Theological Seminary is to provide, in harmony with the educational principles of the Seventh-day Adventist denomination, professional education for the gospel ministry and opportunity for such graduate study and research as will contribute to the advancement of sound scholarship in the fields of Bible and religious history.

To this end the Seminary offers courses in the various fields of theological study leading to the Master of Divinity degree. These courses are given in six departments—Old Testament, New Testament, Theology and Christian Philosophy, Church History, Christian Ministry, and World Mission.

The general plan is that young people take the full Master of Divinity curriculum, although it is recognized that God does call men and women from various professions or vocations into the work of the ministry. This curriculum is open to those who have earned a Bachelor of Arts or comparable degree, preferably with a concentration in religion or theology, and who are recommended as candidates for the ministry.

2. It is recommended that conferences/missions/fields, sanitariums, schools, and publishing houses make provision for giving employees the privilege of attending this school in order to enlarge their knowledge of Bible and religious history and the great truths of this last-day message, and that they keep in mind the following factors when selecting those who shall have the privilege of attending the Seminary:

- a. The need and possibility of self-improvement.
- b. Qualifications for advanced study.
- c. Prospects of future service in the cause.
- d. The special needs of individuals to prepare for designated lines of work.

Conferences/missions/fields and institutions should take a favorable attitude toward employees who desire to attend and who are able to meet their own expenses and who in the judgment of the committee or board would profit by such attendance, giving them leave of absence with the understanding that they will return to their duties when the designated schoolwork is completed.

L 30 Licensed Minister—Role and Status

L 30 05 Responsibility and Authority—The responsibility and authority of the licensed minister may in certain circumstances be extended to include the performance of specific functions of the ordained minister in the churches to which he is assigned. The authority for extending this responsibility belongs to the Division Executive Committee which shall clearly outline for the territory of the Southern Africa-Indian Ocean region, the ministerial functions which may be delegated to licensed ministers, taking into account:

1. The length and extent of the ministerial training programs in each territory.
2. The needs of the fields in each territory, taking into consideration the distribution of membership, the number of churches and the ministerial help available.
3. Any circumstances that demand special consideration.

L 30 10 Delegating Ministerial Functions—The following shall be required in the Southern Africa-Indian Ocean Division as a basis for delegating ministerial functions to a licensed minister:

1. He shall have completed the prescribed ministerial training program of the Seventh-day Adventist Church as defined by the Southern Africa-Indian Ocean Division Executive Committee. Any exceptions shall be approved by local and union committees within guidelines established by the Division Executive Committee.
2. He shall hold a current ministerial licence.

3. He shall have been appointed by the conference/mission/field executive committee to a ministerial or pastoral responsibility.

4. He shall have been elected as a church elder in the churches, or named as elder in the companies to which he/she is assigned.

5. He shall have been ordained as a local church elder.

L 30 15 Authorizing Ministerial Functions—The conference/mission/field executive committee shall authorize, in harmony with the Division policy, which functions of the ordained minister the licensed minister may perform.

L 30 20 Review of Development—The licensed minister’s leadership progress, professional development and spiritual growth shall be reviewed annually by the conference/mission/field administration and executive committee. (See also Total Commitment to God Declaration A 15 15.)

L 30 25 Withdrawing Authorization—The licensed minister’s authorization to serve as a minister of the gospel and to perform functions of an ordained minister may be withdrawn by the conference/mission/field executive committee.

L 30 30 Ordination—The licensed minister is ordinarily ordained to the gospel ministry after serving for a minimum of four years including the two years of internship. By the end of this period he is expected to show evidence of his call to the ministry through satisfactory pastoral/evangelistic service. Ministers who do not show evidence of their call after serving for four years shall be given up to two years to rectify the deficient areas after which, if unsuccessful, shall not be considered for further employment. The spiritual rite of ordination constitutes the official recognition by the Seventh-day Adventist Church of his divine call to the ministry as a life commitment, and is his endorsement to serve as a minister of the gospel in any part of the world.

L 35 Ministers from Other Denominations

1. When ministers from other denominations become members of the Seventh-Day Adventist Church and desire to become Adventist ministers, they shall, before becoming involved in a formal study program, be expected to give evidence of their stability in the message and of their aptitude as candidates for the Adventist ministry by being active in a local church. Upon recommendation of the local conference/mission/field committee and approval by the union committee he may participate full time in church activities in cooperation with and under the direction of the local pastor for a minimum of six months. An additional six months may be granted if after careful review by the local conference/mission/field committee it is deemed necessary. Great care should be given to the selection of the pastor under whose direction he will work so that he may be assured of the most sympathetic attention possible during this difficult transition period. Where recommended by the local

conference/mission/field and approved by the union committee, a subsistence allowance may be given to him during this period, the amount and source of funds to be in harmony with the Division policy.

2. When ministers from other denominations have met the conditions outlined in paragraph 1, and have given evidence of their stability in the message and aptitude as candidates for the Adventist ministry, the local and union conferences/missions where they are located, in cooperation with the Division, shall develop a plan by which they may attend one of our colleges or the Theological Seminary for a minimum of two semesters or three quarters so as to prepare themselves for service in the Adventist ministry. Any allowances given will be in harmony with and shared on the basis outlined by the Division policy.

3. The eligibility of such ministers for financial support as outlined in paragraphs 1 and 2 above shall be determined by the Division Executive Committee on the recommendation of the local and union conference/mission committees concerned.

4. Application for approval of financial support as outlined in paragraphs 1 and 2 above shall be made on a comprehensive application form provided by the Division, and submitted by the local and union conferences/missions with their endorsement and acceptance of responsibility.

a. In considering the application, the administrators shall give attention to the minister's educational and service records, and likelihood of being able to render acceptable service in the Adventist ministry. In case there is any question about the applicant's ability to profit by a period of study, the Division will consult with the school concerned.

b. When Division assistance is expected such a minister shall in no case enter into a study program until financial arrangements have been fully worked out and approved by the Division.

5. Upon completion of their study program, ministers who have been on this plan shall look for guidance in their future work to the union and local conferences/missions/fields that recommended them.

6. Ordained or unordained ministers from other denominations who become members of the Seventh-Day Adventist Church and continue in the ministry may be issued ministerial licences after they have completed their period of study and orientation and have entered upon regular employment in any conference, mission/field, or institution. Ordained men received thus into denominational work shall be ordained to the ministry of the Seventh-day Adventist Church prior to issuing ministerial credentials to them.

7. Honorary/Emeritus Ministerial Credentials may be granted, after careful consideration by the union committee concerned, to ordained men from other denominations residing in their territory who have become members of the Seventh-day Adventist Church and who are retired from active service and

therefore do not come under the foregoing provisions. The issuing of such honorary credentials does not carry with it any financial obligation. Such ministers shall exercise ministerial functions only in counsel with their local conference/mission/field office or other Seventh-day Adventist ministers in their community, as do other retired ministers holding similar credentials.

L 40 Qualifications for Ordination to the Ministry

L 40 05 Vital Concern of Church—The setting apart of men for the sacred work of the ministry should be regarded as one of the most vital concerns of the church. The spiritual growth of God’s people, their development in the virtues of Christ, as well as their relationship to one another as members of His body, are all closely bound up with and in many respects dependent upon the spirituality, efficiency, and consecration of those who minister in Christ’s stead.

L 40 10 Scriptural Counsel—The mind of the Lord concerning the qualifications for the ministry is clearly revealed in the Scriptures. Anciently the minister was known as “the man of God” (1 Kings 12:22), sometimes the man of the Spirit. Detailed instructions were given to Moses concerning the qualifications of the priesthood, with the priest’s dress, demeanor, and spiritual understanding being emphasized. Then, in order to keep continually before the congregation the high calling of those who served in the tabernacle, the high priest wore on his miter the words “Holiness to the Lord.”

In the New Testament the picture is just as clear. The apostle Paul speaks of himself as “a servant of Jesus Christ, called to be an apostle, separated unto the gospel of God” (Rom 1:1). This matter of separation to the ministry was made very clear to him by the Lord Himself when, appearing to him on the Damascus road, He said, “I have appeared unto thee . . . to make thee a minister . . . ; delivering thee from the people, . . . unto whom now I send thee, to open their eyes, and to turn them from darkness to light, and from the power of Satan unto God” (Acts 26:16-18). He was delivered from the people, separated to the ministry, and then as the anointed representative of God sent back to the people to be God’s mouth-piece and to open their eyes to the glories of the gospel. Later in writing of the work of the minister he spoke of it as “a high calling” (Phil 3:14).

In the Epistle to the Hebrews we read, “No man takes this honor unto himself, but he that is called of God” (chap 5:4).

L 40 15 Spirit of Prophecy Counsel—“A man can have no greater honor than to be accepted by God as an able minister of the gospel. “—AA 328.

The proofs of a man’s divine call must be clearly evident before the church sets him apart by ordination.

“Ministers should be examined especially to see if they have an intelligent understanding of the truth for this time, so that they can give a connected discourse upon the prophecies or upon practical subjects. If they cannot clearly present Bible subjects, they need to be hearers and learners still. In order to be teachers of Bible truth, they should earnestly and prayerfully search the Scriptures, and become conversant with them. All these things should be carefully and prayerfully considered before men are sent into the field of labor.”—GW 439.

“A true minister does the work of the Master. He feels the importance of his work, realizing that he sustains to the church and to the world a relation similar to that which Christ sustained. . . . Those who hear him know that he has drawn near to God in fervent, effectual prayer. The Holy Spirit has rested upon him, his soul has felt the vital, heavenly fire, and he is able to compare spiritual things with spiritual. . . . Hearts are broken by his presentation of the love of God, and many are led to inquire, ‘What must I do to be saved!’”—AA 328, 329.

“The conversion of sinners and their sanctification through the truth is the strongest proof a minister can have that God has called him to the ministry. The evidence of his apostleship is written upon the hearts of those converted, and is witnessed to by their renewed lives. . . . A minister is greatly strengthened by these seals of his ministry.”—*Ibid.*, p 328.

For such work a man must indeed be called of God and give clear evidence of his call. Concerning the examination of ministerial candidates the Lord’s counsel to us is clear:

“There has been too little done in examining ministers; and for this very reason churches have had the labors of unconverted, inefficient men, who have lulled the members to sleep, instead of awakening them to greater zeal and earnestness in the cause of God. There are ministers who come to the prayer-meeting, and pray the same old, lifeless prayers over and over; they preach the same dry discourses from week to week and from month to month. . . . The only way in which we can correct this wide-spread evil, is to examine closely every one who would become a teacher of the Word. Those upon whom this responsibility rests, should acquaint themselves with his history since he professed to believe the truth. His Christian experience and his knowledge of the Scriptures, the way in which he holds present truth, should all be understood. No one should be accepted as a laborer in the cause of God, until he makes it manifest that he has a real, living experience in the things of God.”—GW 437, 438.

L 40 20 Examination of Candidates—This counsel lays a definite obligation on the leaders in charge of an ordination service. They should plan for the examination of candidates in such a way as to make this important procedure not simply perfunctory but a true evaluation of the candidate’s

fitness. Sufficient time for careful evaluation should be made available, particularly in cases where a number of candidates are to be examined. Wherever possible the candidate should plan to have his wife present for the examination, realizing that ordination affects not only the individual but the entire family.

L 40 25 Service Before Ordination—Undue haste has sometimes been apparent in recommending candidates for ordination. On the other hand, there has also been undue delay, extending as long as twenty years and more. Both these attitudes are wrong. Although no employee should be hurried into ordination, it is just as important that when a man is ready to be thus set apart, the service should not be unduly delayed. Embarrassment has been brought to employees at times because of being unable to perform certain important ministerial responsibilities. However, the fact that a licensed minister has spent four, five, or even eight years in the field is of itself no guarantee that he is ready for ordination. One with less ability for evangelistic preaching or less aptitude for other lines of ministerial and pastoral work than some others will naturally take longer to develop. Indeed, some may never qualify for ordination. Those who do not reveal particular ministerial talent and aptitude for definite public leadership should be encouraged to develop as personal soul winners, recognizing that their call is to some other work less distinctly ministerial.

L 40 30 Fostering Growth—Conference/mission/field presidents and executive committees should recognize their responsibility to foster the growth of young ministers and see to it that they are given opportunities for development. Any plan that diverts the minister-to-be from his actual training and growth is to be discouraged. Injustices have been perpetrated when licensed ministers possessing manual skills have been asked to spend long periods serving in other capacities to the neglect of their ministerial development. Such a plan may save the organization money, but it delays the development of the minister.

L 40 35 Licentiate—When a conference/mission/field gives a young man a ministerial licence it should be recognized as a pledge on the part of the conference/mission/field leadership to foster that employee's growth. And when a man accepts a ministerial licence he should regard it as a pledge on his part to render the utmost service of which he is capable. Such a licence, however, is not a commitment on the part of a conference/mission/field that ultimate ordination is assured. It merely provides the opportunity for the licentiate to prove his calling. Although all cannot have the same conditions under which to develop into mature ministers, a man who is called of God will reveal his calling by his whole manner of life and the burden he carries for those who are still in the prison house of sin. In some circumstances it is difficult to provide conditions under which public evangelism as such can be

carried out, but he who is called of the Lord will be able to give proof of his calling and of his aptness for the ministry as a lifework.

In some areas of the world field educational facilities are somewhat limited. If that is the case, it will naturally take longer for a minister to develop his readiness for ordination. Therefore, in consideration of all the varied conditions, it is impossible to specify any definite length of time for the professional development and spiritual growth of the licentiate. The fact that a licensed minister is assigned to inter-division service should not of itself delay his ordination beyond the time it would have ordinarily taken place. His service record should be passed along to the new field and his development receives proper evaluation. In suitable cases a licensed minister who is approaching ordination at the time of his inter-division call may be ordained prior to departure.

L 40 40 Soul-Winning as Proof of Calling—Ordination of men who have not given clear evidence of their call as soul-saving ministers must be avoided. It will always be true that some men, having been trained for lines of work other than the ministry, in time will give proof of their divine call to this sacred work, and the church, recognizing this proof, will feel called to set them apart by ordination. But such cases are exceptions. Because a man holds a responsible position in the organized work, he is not by this fact alone eligible for ordination.

L 40 45 Non-Ministerial Employees—There are certain lines of work in the denomination that are not regarded as strictly ministerial but which provide experience for some ministerial development. For example, a college president or an academy principal with young people under his care bears the responsibility not only of their academic training but also of their spiritual welfare. Therefore, in a sense, he is their pastor, and in association with the Bible teacher is doing actual ministerial work. However, his call to that responsibility is not of itself a basis for ordination. No man's position per se should influence a committee to set him apart to the holy work of the ministry unless and until he gives definite proof of his aptitude and spiritual maturity and has in his own soul the conviction that God has called him to the ministry as a lifework.

Employees in other capacities—such as editors, institutional leaders, conference/mission/field secretary-chief financial officers, departmental directors, secretaries and denominationally employed physicians/dentists—may also come to the place in their service where ordination is appropriate; however, the divine call to the ministry must be clear before the church separates them to the gospel ministry. Such employees—as all candidates for ministerial credentials—must have the personal conviction that God has called them to the ministry, give evidence of the ministerial call and gift, and be

known widely for their piety and ability as soul winners before their ordination is recommended.

L 40 50 Not a Reward—Ordination must never become simply a reward for faithful service or be considered an opportunity to add title and prestige to an employee. Neither is it an honor to be sought by the individual or his family or friends on his behalf. Such attitudes and tactics seriously minimize the sacredness of the ministry in the eyes of the church.

L 40 55 Ministry a Calling—The ministry is not merely a profession; it is a calling. It is not for a period of time until some other more attractive occupation beckons a man, but it is a lifework. Having put his hand to the plow, he is not free to look backward except at the peril of his soul. The apostle Paul, like the prophets of old, felt himself “in bonds” (Col 4:3), and cried out, “Woe is unto me, if I preach not the gospel” (1 Cor 9:16). A man ordained to the sacred work of the ministry should feel the same responsibility as the apostle of old, and the conference/mission/field that employs him should feel the responsibility to see that he is free to do his God-appointed work.

The simple record of the ordination of the apostles is impressive: “And he went up into a mountain, and called unto him whom he would: and they came unto him. And he ordained twelve, that they should be with him, and that he might send them forth to preach” (Mark 3:13, 14). The first office of a man ordained to the ministry is that he should be *with* God. Only then is he qualified to go forth to men to preach the Word of God. A man who is thus consecrated and who enjoys constant communion with his Lord rejoices in the privilege of rendering complete service, refusing to be entangled in business for personal gain and other things of this world in order that, by the grace of God, he may give complete devotion to the cause he loves. Even when he reaches his retirement years he should feel the call of God to the same standard of life as he did in his most active years, “that the ministry be not blamed” (2 Cor 6:3). (See also Total Commitment to God declaration, A 15 15.)

L 45 Ordained to World Church

Workers who are ordained to the gospel ministry are set apart to serve the world Church, primarily as pastors and preachers of the Word, and are subject to the direction of the Church in regard to the type of ministry and their place of service. It should therefore be understood by those accepting ordination and who are engaged in specialized ministries such as administration, teaching, and departmental leadership, that they may be reassigned by the Church to pastoral, preaching and evangelistic duties.

L 50 Procedure in Authorizing Ordination

L 50 05 Authorization—Ordination to the ministry is the setting apart of the employee to a sacred calling, not for one local field alone but for the world Church and therefore needs to be done with wide counsel. The following plan is the proper procedure, except in special cases where serious delay would result:

1. The administration concerned shall arrange for a preliminary examination of the prospective candidate and his ministry.

2. The matter of ordination is then taken under careful consideration by the local conference/mission/field committee (see L 50 15) for an employee of the conference/mission/field or one of its institutions, and by the union committee for an employee of the union or one of its institutions.

3. After favorable consideration the local conference/mission/field committee will submit the name of the candidate with its findings and convictions to the union for counsel and approval.

4. The Division and its institutional boards will submit names recommended for ordination to the Division Executive Committee.

L 50 10 Ordination Ceremony—Time and Place—The time and place for the ordination ceremony, including the examination of the candidate, with his wife, shall be arranged by the approving organization in counsel with the union.

L 50 15 Ordination in Local Missions/Fields—1. In a local mission/field authorized by the Division to issue ministerial credentials, the procedure shall be the same as followed in L 50 05 for local conferences.

2. In local missions/fields not authorized by the Division to grant ministerial credentials, ordination to the ministry at the time of its local mission/field sessions or between sessions shall be by vote of the union committee in counsel with the local mission/field committee.

L 55 Examination of Candidates for Ordination

1. Before any ordination is carried out, there shall be careful, unhurried, and prayerful examination of the candidates as to their fitness for the work of the ministry. The results of their labor as licentiates should be reviewed, and the examination should cover the great fundamental facts of the gospel. Before the church sets a man apart by ordination he should have given satisfactory evidence of:

- a. A call to the ministry as a lifework.
- b. His belief in and knowledge of the Scriptures.
- c. His acquaintance with and full acceptance of the vital truths we believe we are called to proclaim to the world.

- d. Experience in various kinds of ministerial responsibility.
- e. Entire consecration of body, soul, and spirit.
- f. Spiritual stability.
- g. Social maturity.
- h. Aptness as a teacher of truth.
- i. Ability to lead souls from sin into holiness.
- j. Fruitage in souls won to Christ.
- k. A cooperative attitude and confidence in the organization and functioning of the church.
 - l. A life of consistent exemplary Christian conduct.
 - m. An exemplary family.
 - n. Being a model steward in tithe and offerings.
 - o. An understanding of and adherence to church principles as set forth in the *Church Manual*.

2. The examination of candidates for ordination is conducted by ordained ministers. Ordained representatives of conferences/missions/fields/unions/divisions/General Conference, who are present, may be invited to assist in the examination. Where it is deemed advisable by the conference/mission/field executive committee, one or more lay persons may be selected to participate.

L 60 Ordination Service

A special ordination service should be conducted, preferably on a Sabbath afternoon, that will exalt the office of the ministry in the eyes of the people and solemnize the call in the heart of the candidate.

L 65 Safeguarding Credentials—the Integrity of the Ministry

L 65 05 Union Responsibility—The union and local conferences/missions/fields share the responsibility for safeguarding the integrity of the ministry and are required by denominational action and practice to assure that credentials issued within their respective territories shall indeed certify that the holders are in good and unquestioned standing, properly subject to invitation to any other field of service.

L 65 10 Integrity of the Ministry—In any case where the integrity or the moral or professional standing of any holder of credentials is called into question, it is the duty of the union to join the local conference/mission/field in conferring, with a purpose to clear away any uncertainty, in order that no reproach or shadow may be left to rest upon all the credentials held by the ministry. Where the matters involved are of such a character that the union and local conference/mission/field committees are unable to resolve the difficulty and announce to all a clear record for the ministry, the matter shall be referred to the Division by action of both local and union committees together, or by

action of one body separately, inasmuch as any uncertainty in the matter of what ministerial credentials stand for in one field casts a shadow on all credentials and is a matter of general denominational concern.

When appropriate, the disciplinary measures set forth in L 65 20 and L 65 25 shall apply.

L 65 15 Integrity of Organizational Officers—In the event the integrity or the moral or professional standing of an executive officer of the Division, a union, or local conference/mission/field is called into question, the process to be followed to safeguard the integrity of the ministry shall be as set out in the Division policies. Should those processes fail and the matters involved be of such a character that the executive committee of the organization served by the officer is unable to resolve the difficulty, the matter shall be referred to the next higher organization. The administration of the higher organization shall call, and its president shall chair, a meeting of the executive committee of the organization served by the officer in question. The officers of the higher organization shall meet with the executive committee of the lower organization in an endeavor to resolve the matter, provided those exercising voting rights shall not exceed ten percent of the membership of the executive committee of the lower organization present.

In the event that the matter remains unresolved, the higher organization shall proceed as follows:

1. In the case of the Division, a union mission, or local mission/field, the executive committee of the higher organization shall make a determination on the matter.

2. In the case of a local conference or union conference, the higher organization shall call a constituency meeting of the organization served by the officer, and having set before it the facts of the case, call upon the constituency to resolve the matter.

When appropriate, the disciplinary measures set forth in L 65 20 and L 65 25 shall apply.

L 65 20 Reasons for Discipline of Ministers—Discipline shall be administered to an ordained/licensed/commissioned minister in the following circumstances:

1. *Moral Fall*—In the case of a moral fall in violation of the seventh commandment, including those violations involving sexual perversions, the minister has, by that transgression, made void his/her calling and, where applicable, ordination to the sacred office of the ministry.

2. *Apostasy*—In the case of apostasy whereby the minister falls away to the world, or identifies with, or gives continuing support to, any activity subversive to the denomination, and/or persistently refuses to recognize properly constituted church authority or to submit to the order and discipline of the church, he/she has, by such disloyalty, proven unworthy of a place or part

in the gospel ministry of this Church.

3. *Dissidence*—Discipline may also be administered in the case of a minister who openly expresses significant dissidence regarding the fundamental beliefs of the Seventh-day Adventist Church. Continued and unrepentant dissidence may eventually be seen by the Church to be apostasy and identified as such by the minister's administrative organization after counseling with the next higher organization.

4. *Embezzlement or Theft*—Embezzlement or theft of funds or property to which the minister has no lawful right, or the willful misappropriation of the same.

5. *Other Reasons*—Any other conduct which is inconsistent with the high standards of the Christian ethic, and which casts a shadow over the integrity of the ministry, such as violence or other questionable activity, and which demonstrates that the individual is unworthy as a leader in the Church.

L 65 25 Steps in Discipline of Ministers—When discipline must be administered in the case of a minister, four aspects of the minister's relationship to the Church may be affected: his/her credential/licence, his/her ordination, his/her church membership and his/her denominational employment. The discipline and corresponding procedure for administering such discipline in relation to each of these aspects is as follows:

1. *Credential/Licence*—The credential/licence of a minister who experiences a moral fall or apostatizes shall be withdrawn permanently by his/her employing committee, after consultation with the next higher organization. His/Her credential/licence may also be withdrawn in the case of dissidence as defined in L 65 20, paragraph 3 above, after consultation with the next higher organization, but such withdrawal shall be reviewed by the committee after a stipulated period/periods which shall be determined at the time of withdrawal.

2. *Ordination*—a. A minister who experiences a moral fall or apostatizes has made void his ordination. This changed relationship shall be recognized and recorded by his employing organization with the approval of the respective union committee (Division Executive Committee in the case of a Division institution). He shall be ineligible for future employment as a Seventh-day Adventist minister.

b. A licensed minister who experiences a moral fall or apostatizes shall be ineligible for future ordination or employment as a Seventh-day Adventist minister.

3. *Church Membership*—The organization which has withdrawn a credential/licence permanently and, in the case of an ordained minister has recorded the voiding of his ordination, shall inform the local church of which the offending minister is a member. It shall be the duty of the church to administer discipline as provided for in the *Church Manual* in the section

“Reasons for Which Members Shall Be Disciplined.”

4. *Denominational Employment*—It is recognized that a minister who has experienced a moral fall or has apostatized has access to the mercy and pardoning grace of God and may desire to return to the Church. Such an individual must be assured of the love and goodwill of his/her fellow believers. However, for the sake of the good name of the Church and the maintaining of moral standards, he/she must plan to devote his/her life to employment other than that of the gospel ministry, the teaching ministry, or denominational leadership.

L 65 30 Counseling and Career Guidance—Where practical the organization involved shall provide a professional program of counseling and career guidance for the minister and family to assist them in transition.

L 65 35 Rebaptism—A minister who has been disfellowshipped from the Church because of a moral fall or apostasy, but who subsequently gives evidence of repentance, conversion and reformation of life, shall be rebaptized before rejoining the Church.

INTERDIVISION SERVICE POLICIES—GENERAL

M 05 Interdivision Service

The Gospel Commission requires us to proclaim the message in the entire world. The very fundamentals of our faith call for the accomplishment of this work as quickly as possible. Church entities around the world need men and women who will dedicate their lives to whatever task is set before them by the leading of the Lord and the decisions of the Church. Employees who are willing to accept such special opportunities for service and self-sacrifice are needed for interdivision appointments. Interdivision employees are to unite their interests with those of the people they serve, seeking by love, devotion, and consecrated will to win them to Christ. Their chief objective must be the presentation of the gospel to all peoples in a way that will bring men and women to rejoice in the hope of a soon-coming Saviour. One of the most important and far-reaching activities of the Church is the procedure of calling and appointing interdivision employees. This involves heavy financial outlay as well as profound changes in the lives and careers of its interdivision employees. Consequently, the utmost care is to be exercised in the application of all policies relating to employees called to interdivision service.

M 10 Interdivision Policies

Individuals called as interdivision employees are called under the terms of the interdivision policies as outlined in the General Conference *Working Policy*. Some policies allow discretion on the part of the calling organization, but others, such as the right to annual leaves, are not discretionary. The policy sections in the General Conference *Working Policy* dealing directly with interdivision employees are:

E—Denominational Employees (Selected sections)

M—Interdivision Service Policies—General

N—Interdivision Appointees

O—Interdivision Employees in the Field

P—Terms of Interdivision Service and Annual Leaves

Q—Interdivision Permanent Returns

Z—Retirement

The General Conference *Working Policy* contains the comprehensive policies on interdivision employees. The following section is given to help as a quick reference and to determine the respective responsibilities of the Division and the local employer.

M 15 Interdivision Employee Budget Code Plan

M 15 05 Categories of Interdivision Employee Budgets—To plan for more efficient use of church resources, all interdivision employee positions are assigned one of the following budget codes:

1. *Code 1—Regular*—Interdivision employees who are appointed to pioneer work in unentered territories and with new people groups as well as to carry on the work in well-established areas.

a. Regular terms of service apply.

b. The need and utilization of interdivision budgets is to be evaluated annually by the Division Secretariat in consultation with the unions and reviewed by the Division Executive Committee in order to facilitate the most effective use and distribution of interdivision budgets within the Division.

2. *Code 2—General Conference Temporary*—Interdivision employees who are appointed to division-controlled unentered territories or other areas of unusual opportunity.

a. Terms may vary depending upon the appointment.

b. The division will present proposal requests to the General Conference Secretariat.

c. The General Conference Interdivision Budget Oversight Committee will evaluate requests and approve Code 2 budgets based on availability of funds.

d. Code 2 budgets are temporary in nature and requests must include specific plans for transition to another budget code over a defined period of time, or a termination date for use of the budget.

3. *Code 3—Direct Action*—Interdivision employees who are appointed to General Conference-initiated Global Mission projects developed in close cooperation with divisions.

a. Terms may vary depending upon the appointment.

b. Emphasis must be on General Conference-identified targets.

c. Interdivision employee appointments must be target driven.

d. Need for and utilization of direct action interdivision budget points will be evaluated annually by the Division, the General Conference Global Mission personnel, and the General Conference Secretariat.

e. Funding is provided from the General Conference Global Mission operating budget or other special funding sources.

4. *Code 4—Institutionally or Locally Funded*—Interdivision employees who are called and funded by denominational institutions of organizations located outside of the base division.

a. Regular terms of service apply.

b. The appointment is division approved.

5. *Code 5—Locally Employed Spouse*—The spouse of an interdivision employee who receives only local host division country salary and allowances plus service credit in the base division country.

6. *Code 6—Flat Rate Institutionally Funded*—Interdivision employees who are called and funded by denominational institutions or organizations located outside of the base division. Budget servicing costs are cared for by the General Conference in exchange for a flat rate annual charge to the employing organization in the host division.

a. Regular terms of service apply.

b. Subject to terms set by the General Conference Interdivision Employee Remuneration and Allowances Committee for approval of Code 6 budgets.

c. The arrangement is division approved.

M 15 10 Financial Plan for Interdivision Employee Budgets—Funding for interdivision budgets is provided by denominational organizations, as follows:

1. *Code 1—Regular*—General Conference funding except for the local salary, housing and other allowances which are borne by the local employer.

2. *Code 2—General Conference Temporary*—General Conference funding except for the local salary, housing and other allowances which are borne by the local employer.

3. *Code 3—Direct Action*—General Conference funding of all expenses including local salary, allowances, and housing. This does not include funding of program expenses or travel budget. Global Mission and/or other special sources are billed for the full cost of Code 3 budgets.

4. *Code 4—Institutionally or Locally Funded*—Funded by the employing organization in the host division including appointee, annual leave, and permanent return expenses, base country deposits, expatriate allowance, interdivision allowances, contributions to the base division country retirement plan, and host division country local salary, allowances, and housing.

5. *Code 5—Locally-employed Spouse*—Funded entirely by the local employer, except for the cost of contributions to the base division country retirement plan and the employer's share of the base division country national insurance/social security, which are borne by the General Conference in the case of locally-employed spouse of interdivision employees on Code 1, 2, 3 and 6 budgets and by the employing organization in the host division in the case of locally-employed spouses of interdivision employees on Code 4 budgets.

6. *Code 6—Flat Rate Institutionally-funded*—Funding is the same as a Code 4 budget except that the institution or organization is charged a flat amount annually by the General Conference to treat an institution or organization's Code 4 budgets as if they were Code 1 budgets. Terms and

conditions of this arrangement are subject to approval by the General Conference Interdivision Employee Remuneration and Allowances Committee.

M 15 15 Allocation of Costs—In principle, the interdivision employee should cost the local organization the equivalent of what it would cost to have a local employee fill the same position, but there are some exceptions to that principle in the way that costs have been allocated. Medical and educational allowances for interdivision employees may run higher than for local employees.

In an attempt to partially offset that, the local organization is charged only for the educational allowance at the elementary level while the secondary school and college level educational allowances are charged to the General Conference (except for Code 4 budgets). (The local employer should bear the equivalent costs for a national employee in its operating budget, so that if the interdivision budget is removed, the local employer will not be affected financially.)

M 15 20 Local Employer Responsibility—Codes 1, 2, 4 and 6 (General Conference Responsibility—Code 3) 1. Local salary while in the host division, during annual leave, including the employer's share of local national insurance/social security and other employer-borne payroll taxes.

2. All local allowances which may include, but are not limited to: automobile depreciation, automobile insurance assistance, utilities allowance, local income tax subsidy, and household insurance assistance. (Some organizations may be on a package plan where a single allowance is given in lieu of a number of individual allowances.)

3. Housing provided by the local employer with an appropriate rental charge to the interdivision employee, or a housing allowance package. [See *SID Working Policy M 30 Responsibility of Employing Organization* for information regarding the furnishing of interdivision employee homes.]

4. Medical expense reimbursement for the interdivision employee and eligible family members while serving in the host division. This does not include medical expense reimbursement for appointee/annual leave, or permanent return periods, or for children in secondary school or colleges who are studying outside the host division (except in the case of Code 4 employees). (The division may assist the employer when reimbursements for an employee family's medical expenses in one year exceed 25 percent of the employee's annual local salary.)

5. Travel expense reimbursement for business travel as authorized by the local employer.

6. Elementary/primary educational allowance for dependants as provided by policy. (The division may assist the employer when reimbursements for an

employee family's education assistance exceed 25 percent of the employee's annual local salary.)

7. Twenty-five percent reimbursement for medical/dental/optometrical appointee indebtedness.

8. Local professional membership fees and magazine allowance.

9. Cost of intra-union moves of interdivision employees transferred from another organization within the same union.

10. Cost of insurance coverage including accidental death and dismemberment, survivor benefit, personal effects and property, and travel insurance as provided to local employees by policy.

11. Local qualifying/licensing expenses for physicians/dentists/optometrists.

12. Specialized training costs authorized by the local employer while in the base division.

13. For Code 4 employees in self-supporting organizations the employing organization is responsible for all employee expenses unless otherwise indicated in the working policy.

M 15 25 Division Responsibility—Code 1—The Division assumes the responsibility for the following Code 1 interdivision employee expenses.

1. Employer's share of base division country national insurance/social security on the local salary and allowances (when applicable).

2. The portion of an employee family medical expense assistance reimbursement which exceeds 25 percent of the employee's annual local salary.

3. Local payments for visas, passports, work permits, etc., after arrival in the host division country and related to the family's stay in that country.

4. The portion of an employee family elementary/primary educational allowance, as provided by policy, which exceeds 25 percent of the employee's annual local salary.

5. Twenty-five percent reimbursement for medical/dental/optometrical appointee indebtedness. (When combined with M 20 20 7 this provides for 50 percent assistance between the employer and the division.)

6. Cost of inter-union moves of interdivision employees.

7. Cost of insurance cover required by General Conference Policy which exceeds local policy provisions for local workers.

8. Cost of required continuing education for maintaining registration or certification in base country.

9. Cost of professional membership fees and magazine allowance in base country.

M 20 Funeral Travel Allowance

M 20 05 Funeral Travel Allowance—An interdivision employee who is in regular employment outside of his/her homeland and whose spouse*, parent,

parent-in-law, biological or legally adopted child*, biological sibling, or spouse's biological sibling should die, will be allowed travel expense up to two roundtrip airfares to be used by any of the following to attend the funeral: employee, his/her spouse, or one of their children. The employee may claim kilometers should the travel be by road, but the assistance shall not exceed the cost of the roundtrip airfares.

The cost of such travel shall be borne by the Southern Africa-Indian Ocean Division for Code 1 employees and by the employing organization for Code 4 employees.

In cases where the funeral is to be held outside of the Southern Africa-Indian Ocean Division territory, assistance will be limited to the value of two return tickets to the employee's home base country.

**In the event that either an interdivision spouse or child shall die, all the surviving dependant children of the family will qualify for the above travel assistance if the funeral is to be held in the home division of the employee.*

M 25 Furnishing of Interdivision Employee Housing

M 25 05 Responsibility of Employing Organization—1. Homes owned by an organization or institution for the use of interdivision employees shall be fully furnished by the employing organization. The choosing of new furniture shall be the responsibility of the respective organization or institution concerned. Furniture shall not be removed from one house to another without the prior authorization of the officer in charge.

2. The employing organization shall be responsible for the maintenance and replacement of the original furniture when necessary. It is also required that each organization shall keep up-to-date inventory records of the furniture on hand.

3. The following furniture, which shall be of reasonably good quality, shall be considered as adequate for such homes:

Dining room—dining table, eight chairs, sideboard; *Living room*—three-piece lounge suite, two occasional chairs, centre table, two end tables, book shelves (equivalent to six metres of shelf space); *First bedroom*—one double bed or two single beds with corresponding mattresses, two bedside tables (or bookshelf headboard), dresser, chest of drawers, wardrobe (where built-in cupboards are not provided), two chairs; *Second bedroom*—two single beds and mattresses, two bedside tables, dresser, chest of drawers, wardrobe (where built-in cupboards are not provided); *Third bedroom*—as for second bedroom; *Kitchen*—stove, table, four chairs, refrigerator, washing machine; *Study*—one desk, one chair.

4. A suitable stove shall be considered standard equipment in all denominationally-owned and unfurnished houses.

M 30 Interdivision Employee Transfers Between Countries

M 30 05 Interdivision Employee transfers between countries—When an interdivision employee is called to serve in another country within the SID territory, the following allowances and arrangements will apply:

1. An Outfitting Allowance equivalent to that granted to IUE appointees per *SID Working Policy* N 20 10.

2. The shipment of personal effects to the new place of employment as per *SID Working Policy* N 20 15, or freight settlement for unused weight as per policy N 20 25.

3. A Baggage Allowance equivalent to that granted to IUE appointees as per *SID Working Policy* N 20 20.

4. The Moving Allowance as per *SID Working Policy* Y 40 20 would not apply to interdivision employee transfers to other countries because of the granting of the above allowances.

INTERUNION APPOINTEES/EMPLOYEES

N 05 Interunion Employee’s Policy

N 05 05 Definition of Interunion Employee—An interunion employee is an employee whose home union is in the Southern Africa-Indian Ocean Division territory, but who has been called in a regular way to serve on a seconded basis in another union within this division territory. As a seconded employee, the interunion employee is on loan from his/her home union for a specific term of service in the host union.

N 05 10 Funding of Interunion Budgets—The Southern Africa-Indian Ocean Division takes responsibility for the funding of a limited number of interunion budgets, except for the local salary and certain allowances of the interunion employees which are the responsibility of the employing organizations/institutions. These will be referred to as Code 1 interunion budgets.

The allowances for which the division will fund the employer’s portion on behalf of interunion employees are those involving:

1. Educational expenses for children who are attending secondary and tertiary institutions.

2. Medical costs which may be incurred during authorized treatment outside of the host country, in which case the following protocol applies:

a. The need for such treatment must be confirmed by a medical specialist’s report.

b. The entity employing the interunion employee must convey its recommendation for such treatment to the SID in good time so that the appropriate SID ADCOM action can be taken and the necessary financial arrangements put in place.

Where organizations/institutions are able to fully fund additional interunion budgets they may place calls for such employees through the regular channels, and with the clear understanding that they are responsible for the employer’s portion of expenses referred to in 1 and 2 above. Such budgets will be referred to as Code 4 interunion budgets.

N 05 15 Term of Service—The term of service for interunion employees in the Southern Africa-Indian Ocean Division shall be five years, unless the employee is called to an elected position between the regular sessions of the calling organization, in which case the term ends at the next regular session unless he/she is re-elected.

N 10 Calling Employees for Interunion Service

N 10 05 Preliminary Contact—Administrators shall be free to contact the

officers of institutions/organizations employing persons they are thinking of calling, for the purpose of counsel as to the suitability of such persons for the work in mind, and to ascertain whether or not their release may be arranged. In no case shall inquiries be made, either directly or indirectly, of the individual employee, unless permission for such inquiry has been granted by the president/chairman of the governing committee/board of the organization/institution in which the employee is employed.

N 10 10 Between Unions—The union desiring to employ an employee from a sister union within this Division shall place a call for him/her through the Southern Africa-Indian Ocean Division Executive Committee.

N 10 15 Division Responsibility—When it seems necessary to make inquiry regarding an employee's qualifications or the propriety of a transfer, the Division Executive Committee shall do so through the union and local conference/mission/field or institution where the individual is employed before passing on a call.

N 10 20 Letter of Call—Proper Channels—In no case shall the call be made directly to the individual, but through the union and local conference/mission/field or institution in which he/she is working. The letter of call for the employee shall be sent by the Southern Africa-Indian Ocean Division secretary to the union president or designated officer, and, where applicable, with a copy of the covering letter also being sent to the local conference/mission/field president, or designated officer, or head of the union institution. Where applicable, the union officer shall send the letter of call for the employee to the local conference/mission/field officer, or the head of the union institution, together with such counsel respecting the call as the officer may desire to pass on to the employee. If and when the letter of call has been placed in the hands of the employee, the officer of the employing organization shall communicate with the officer of the calling organization giving the information that the employee has received the call. After such word has been received, the officers of the calling organization shall be privileged to correspond or otherwise make contact with the employee.

N 10 25 Departmental Calls—When word has been received from the union or local conference/mission/field that a call to departmental responsibilities has been passed on to the candidate, the director/secretary of the department concerned may feel free to communicate with him/her, exchanging helpful information relative to the progress of the departmental work in the calling field; but there shall be no definition of the terms or policies under which the work is to be conducted in the field to which the employee is going.

N 10 30 Call to Reach Employee—In all negotiations regarding the securing and transfer of employees, an unselfish and broadminded spirit should be exercised, and, after the Southern Africa-Indian Ocean Division Executive

Committee has passed on the call, the responsible leaders should see to it that the call reaches the desired employee in order that he/she may become a factor in the decision affecting his/her own work. However, if in the judgment of the union or local leaders the employee is not qualified for the work to be done, or cannot possibly be released, the passing on of the call shall be deferred until communication can be entered into with the Division leaders.

N 10 35 Irregular Approach—Clear evidence of an irregular approach to an employee before the call reaches him/her shall be considered by the Division Executive Committee as a justifiable reason for declining to pass on the call.

N 10 40 Employee Initiating Call—Regulations governing transfers among organizations shall in no wise preclude the right of the individual employee to make known his/her desire or burden to arrange a change of employment.

N 10 45 Minimum Terms—1. Calls shall not, in general, be placed for employees who have not completed at least three years of service in the union where they are currently employed.

2. In general, when an employee has served the same organization for a period of three years, all calls for that employee shall be passed on to him/her.

3. In the case of local conference/mission/field and union departmental leaders, the normal term of service should be a minimum of two terms at the local level and one term at the union level. Some modification might be considered in transfers within the same department between conferences/missions/fields and/or unions.

4. This policy does not apply to calls to administrative positions, from field to departmental responsibilities, to union or division institutions, or to interdivision calls and mission service.

5. If an employee is called before completing two years of service with his/her current employer, the calling organization shall be responsible for the cost of his/her transportation to his/her present place of employment, plus transportation costs to the new place of employment, and the full investment in his/her education, if any, unless already fully amortized on a two-year plan.

6. If an employee is called after two years of service with his/her current employer, the calling organization shall be responsible for only a pro rata share of the investment in his/her education, up to a maximum of six years, plus the cost of transportation to his/her new field of employment.

N 10 50 Employee Properly Released—No institution or union/conference/mission/field shall hire an employee until he/she is properly released from the institution or conference/mission/field by which he/she has been employed.

N 10 55 Repatriated Interunion Employees—Repatriated interunion employees should not be released from employment without an effort being

made to provide for their employment elsewhere on the same basis that governs the transfer of all conference/mission/field employees.

N 10 60 Discontinuing Employment—Any person invited to serve outside his/her homeland should not discontinue his/her present employment until informed by the Southern Africa-Indian Ocean Division Secretariat that visas have been granted and the way cleared for the interunion appointee to proceed to the new field of employment.

N 10 65 Medical Examination—Each prospective appointee, and those members of his/her immediate family who are accompanying him/her to the new field of service, shall undergo a medical examination as required by the Southern Africa-Indian Ocean Division before any final arrangements for the employee's move may take place. The expense of such examinations shall be borne by the Division for Code 1 budgets, and by the calling organization for Code 4 budgets. Should the results of such examinations indicate that the appointee, or a member of his/her family, is medically unfit, the call will be rescinded.

N 10 70 Financial Clearance—Each interunion appointee and spouse shall satisfy the Southern Africa-Indian Ocean Division treasurer/ chief financial officer that they are free of any excessive personal debt which may have a negative impact upon their ability to serve with efficiency.

N 10 75 Visits to Parents/Children—Appointees whose parents/children live in the union from which they are called shall be entitled to visit them before commencing interunion service. The transportation expense for the family to visit both sets of parents and their children shall be allowed in harmony with the transportation means approved by the Southern Africa-Indian Ocean Division Executive Committee. For Code 1 budgets it shall be at Southern Africa-Indian Ocean Division expense, while for Code 4 budgets it shall be at the calling organization's expense. The time for these visits shall be part of a month's pre-embarkation leave granted for preparation, family visitation and packing prior to departure.

N 10 80 Pre-embarkation Leave, Salary and Arrangements—The pre-embarkation leave and salary of the interunion employee ordinarily begins one month before his/her date of departure from the home union. This one-month salary shall be paid at the rate received in his/her home base and in the currency of that country at Southern Africa-Indian Ocean Division expense for Code 1 budgets and at the employing organization's expense for Code 4 budgets. From the time of disembarking in the host union, the appointee shall be paid at the rate set for him/her there using the currency of the host country.

N 15 Salary and Allowances

N 15 05 Philosophy of Interunion Remuneration—1. An employee called under this Interunion Policy to serve in a country other than that of

his/her citizenship, should not be extremely advantaged or severely disadvantaged with respect to remuneration because of this interunion service. For example, such an employee, while serving in another country, should not receive less remuneration than he/she would if serving in his/her home country.

2. This policy recognizes that there are certain additional expenses that such employees incur, such as, but not limited to, long distance telephone calls to remain in touch with relatives, the costs involved in uprooting and relocating children and the expense of caring for aged parents back home.

3. It also acknowledges that there are usually significant resettlement costs involved when such an employee returns to his/her home country upon completion of such interunion service.

4. Where a family is called to interunion service, it is preferable that both husband and wife be called on interunion budgets. Where such budgets, however, are not available, the spouse (husband or wife) may be employed on a local employment basis. Where both are on interunion budgets, the calculation of the expatriate allowances and home base deposit is based on the wage factor prevailing in each individual's country of origin (citizenship) within the Southern Africa-Indian Ocean territory.

N 15 10 Local Salary—When employees are called to work outside their home country, their salary shall be set at a rate applicable to local employees of similar education and experience in that country where they are serving. They will also receive the authorized allowances paid to such employees in the country in which they are serving.

N 15 15 Home Base Deposit—An amount equal to 30 percent of the wage factor in the home country of the interunion employee shall be paid to him/her monthly in the currency of the home country. Where unusual circumstances prevail, such employees may be paid in other currencies by specific approval of the SID Finance Committee. The purpose of this home base deposit is to provide for current financial obligations, savings and future needs in connection with permanent return and retirement.

N 15 20 Expatriate Allowance—An expatriate allowance shall be paid to the interunion employee serving outside of his/her home union, in accordance with the principle that an employee should not be remunerated at a lower rate than would be the case if he/she were serving in his/her home country. The expatriate allowance will be the difference between the employee's remuneration in the host country and what he/she would be paid for such work in his/her home country.

The following table illustrates, by way of specific examples, the application of both the Home Base Deposit and the Expatriate Allowance:

*Interunion Appointees/Employees**SID Working Policy, 2013*

| Details: Currency—US\$ | Country A to Country B | Country B to Country C | Country C to Country A | Country D to Country A |
|--------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Local Salary (Home base) | \$520 | \$100 | \$158 | \$580 |
| Local Salary (Host country) | \$100 | \$158 | \$520 | \$520 |
| Expatriate Allowance | \$420 | Nil | Nil | \$60 |
| Home Base Deposit—30% | \$156 | \$30 | \$47.40 | \$174 |

N 20 Appointee Travel and Other Allowances

N 20 05 Travel Arrangements—The Southern Africa-Indian Ocean Division shall give the interunion appointee all detailed instructions as to finances, routes and modes of travel, baggage and freight allowances, wages prior to departure, or any aspect of the move involving expenses, and shall take charge of securing travel-related accommodation and the issuing of embarkation instructions.

N 20 10 Outfitting Allowance—An outfitting allowance shall be granted to those called to an interunion appointment, or involved in an interunion call-transfer, on the following basis:

| | |
|----------------------------------|---------|
| Appointee and appointee's spouse | US\$500 |
| Each child | US\$ 50 |
| Single Appointee | US\$340 |

N 20 15 Freight Allowance—All interunion appointees are responsible for supplying their own furniture and household effects, and the relocation thereof shall be on the following basis:

1. The following expense is borne by the Southern Africa-Indian Ocean Division (for Code 1) or by the employer (for Code 4) on behalf of interunion employees: freight, cartage, handling and customs on the authorized weight of household goods and personal effects from the appointee's home to the place of his/her appointment. The net weight allowed is as follows:

| | |
|---------------------------|------------|
| Appointee and spouse | — 3,000 kg |
| Single appointees | — 2,000 kg |
| Additional for each child | — 375 kg |

The above allowances are net authorized weights.

2. “All risk” marine insurance and “war risk” insurance must be secured in every case at the replacement value of goods allowed in paragraph 1 above, either at the Southern Africa-Indian Ocean Division expense (for Code 1) or the employer’s (for Code 4). Insurance will also be allowed on personal baggage for permanently returned employees, except on antiques, exotic items, rare collections, articles intended for sale, or articles carried for other persons.

N 20 20 Baggage Allowance—When appointees or call transferees are requested to proceed, they shall be granted a baggage allowance of US\$200 for appointee/transferee and spouse, and US\$100 for each eligible dependent child.

N 20 25 Unused Freight—The inter-union appointee will choose between the following two options:

1. Request his/her shipment to be handled by the employer for the weight allowed in policy N 20 15 with any excess weight to be at personal expense, or

2. Take a full unused weight allowance as per the following and handle his/her shipment, including insurance and clearing in the destination country:

a The unused freight allowance reimbursement is to be based on US\$ 2.20 per kilogram of weight as allowed in policy N 20 15.

b There will be no unused freight allowance for the difference between actual shipment and authorized weight.

N 25 Interunion Employee’s Spouse Employment

N 25 05 Calling Organization Responsibility—Decisions regarding denominational employment for the spouse of an interunion employee during the time of the family’s interunion service shall be the responsibility of the calling organization. Wherever possible, arrangements for such employment should be made prior to the arrival of the employee in the field through the Southern African-Indian Ocean Division Secretariat.

N 25 10 Service Credit—A record of the service given by the spouse of an interunion employee shall be kept by the employing organization. Accrued vacation time on full pay shall be included as service credit. The employer shall make the appropriate, regular monthly retirement contributions on behalf of the interunion spouse.

N 30 Interunion Annual Leave

N 30 05 Interunion Annual Leave—This annual leave policy was developed to assist in meeting a number of needs, both on the part of the interunion employees and the employing organization. This leave is intended to allow the family to get together annually. Interunion employees must keep

in mind both the needs of the organization as well as their own personal needs when requesting annual leaves.

N 30 10 Requesting Interunion Annual Leave—Interunion employees shall make their requests for interunion annual leave to the Division secretariat through their local employing organization. These requests should normally be made at least three months prior to the expected date of departure, to allow time for the processing and purchase of tickets at the best rates available.

N 30 15 Division Processing of Interunion Annual Leave—When the request for interunion annual leave is approved by the host union/Division institution administration, the Southern Africa-Indian Ocean Division Secretariat and Treasury shall be notified and appropriate action taken by the Division Administrative Committee (ADCOM).

N 30 20 Provisions/Limitations of Interunion Annual Leave—1. The time allowed shall be 23 working days including travel time per annum irrespective of the employee's years of service. Denominationally authorized office holidays in the host country, which occur during the time of interunion annual leave, shall be added to the leave period. All or part of the leave may be taken outside the host union at a location that best suits the family's needs. For those employees whose first denominational assignment is an interunion appointment, their first interunion annual leave shall be due after 11 months of service, but may be prorated if circumstances require that it be taken earlier.

2. The interunion annual leave shall be in lieu of the local annual vacation.

3. Travel shall be at Southern Africa-Indian Ocean Division expense for employees on Code 1 budgets, and at the employing organization's expense for those on Code 4 budgets. It shall be at the most economical fare or kilometer rate, and shall not exceed the cost of return airfares and necessary ground travel to two destinations in the base country of the interunion employee. Additional travel costs shall be at the employee's personal expense.

If, in lieu of visiting all the parents or children where they live in the home union, the interunion family wishes, to take the savings and use them to assist with travel costs in bringing the family together in one location in the host union or elsewhere, such an arrangement is permitted and a cash settlement may be given. The cash settlement is to be based on the following and subject to the submission of supporting documents:

a. The cost of economy class air tickets and airport taxes to their home union if purchased one month prior to departure.

b. The cost of ground travel for the family to the two destinations normally chosen in the home union.

c. The appropriate Baggage Allowances.

d. Any Stopover Allowances the employee may normally be due on a return ticket to his/her home base.

e. Any charges normally levied at the port of entry to the home base country.

4. Salary and allowances during interunion annual leave shall continue at the host country rate, including home base deposit and expatriate allowance, where applicable. The employee may elect to have his/her local salary and allowances paid out in the currency of his/her destination in the month during which the travel allowance is claimed.

5. No freight shipment is provided in connection with an interunion annual leave.

6. An allowance will be provided to the employee (per family) during his/her interunion annual leave, based on the rent factor of the home base union/country, and pro-rated for the period that the family are on vacation outside the host union and in the currency of their destination.

7. No motor vehicle insurance or depreciation in the base country is provided in connection with interunion annual leave.

8. A baggage allowance of US\$100 per adult and US\$50 per child shall be granted during each interunion annual leave.

9. The Division shall secure appropriate travel insurance coverage for the single employee/family during interunion annual leave.

10. Post-graduate/continuing education for licensing, as provided for in FH 80 10 and FE 140, applies when taken in connection with interunion annual leave.

11. Any special study leave or other arrangements approved by the interunion employee's employer shall be governed by that specific agreement.

12. In consideration of the purpose of interunion annual leave, it is normally expected that members of each interunion family will take their interunion annual leave together as a family unit. When exceptions are requested and approved it will be on the basis that costs to the denomination shall not be greater than they would have been had the family unit taken the annual interunion leave together, and that spouses will spend at least two weeks of their annual leave together.

N 30 25 Stopover Allowance—1. When travel schedules require interunion employees and their families who are (a) going on annual leave, (b) traveling to the host union to take up a new appointment or (c) a call transfer, spend 15 hours or more in traveling time, including required waiting time at airports and border posts, in order to travel between approved destination points, the following may be reported for reimbursement (based on the most direct route or the route included in the quote for determining the denominationally borne cost, and not on actual travel chosen by the interunion employee, if different):

- a. Stopover allowance each way at the following SID per diem rates:
Interunion employee = 100% of per diem

| | |
|----------------------|-------------------|
| Interunion spouse | = 75% of per diem |
| Each dependant child | = 50% of per diem |

b. One night's hotel expense or a day room each way at a reasonably priced hotel upon presentation of the actual hotel bill.

2. As the organization processing the claim for this allowance is often a different one from the organization which purchased or arranged for the ticket purchase or settlement, the interunion employee must submit a copy of the actual ticket itinerary for tickets purchased by the organization or a copy of the itinerary for the quote used as the basis for the cash settlement when claiming this allowance.

N 35 Funeral Financial Assistance

N 35 05 Funeral Travel Allowance—An interunion employee who is in regular employment outside of his/her homeland and whose parents or spouse's parents, or any legal child shall die, will be allowed travel expense of up to two roundtrip airfares to attend the funeral, to be used by any of the following: the employee, his/her spouse, or one of their children.

In the event that either an interunion spouse or child shall die, all the surviving dependent children of the family will qualify for the above travel assistance if the funeral is to be held in the home union (see also N 35 10 below).

The employee may claim kilometers should the travel be by road, but the assistance shall not exceed the cost of the roundtrip airfares. The cost of such travel shall be borne by the Southern Africa-Indian Ocean Division for employees on Code 1 budgets, and by the employing organization for those on Code 4 budgets.

In cases where the funeral is to be held outside of the Southern Africa-Indian Ocean Division territory, assistance will be limited to the value of two return tickets to the employee's home base country.

N 35 10 Return of Deceased Employee or Family Member—If an interunion employee or a member of his/her immediate family dies while outside the base union, the deceased shall normally be interred in the country of death; however, the Southern Africa-Indian Ocean Division may authorize the return of the remains to the home country if this is requested by the immediate family. These expenses shall be borne by the Division for Code 1 budgets, and by the employing organization for Code 4 budgets.

N 40 Single Interunion Employees Who Marry

N 40 05 Annual Leave Arrangements—When a single employee or a single parent with a dependent child/children, who, while in regular interunion

service, marries an individual, whether denominationally employed or not, whose home/adopted base union, is a union other than his/her base/adopted union, the married couple's leave will be subject to the terms of N 30 above. This choice does not change the base country status of either individual which is used for HBC (Home Base Country) and Expatriate Allowances.

N 40 10 Family Adopted Country—The choice of a family-adopted country shall be stated in a letter addressed to the employing organization and signed by both husband and wife. This status shall not be granted retroactively more than 90 days from the date of request, nor to any date prior to the marriage. This is a one-time choice as long as the marriage continues, or for any continuous period of interunion service. This choice may not be changed unless there is a change in citizenship or a loss of resident status. A record of the choice shall be made by the host union, by the home base union/s of the interunion employee and spouse, and by the Southern Africa-Indian Ocean Division Executive Committee.

N 45 Permanent Return

N 45 05 Permanent Return—According to the definition in N 05 05, an interunion worker is a “seconded” employee who is “on loan from his/her home base union for a specific term of service in the host union”. It is therefore required that the administration of the employee's home base union finds denominational employment for him/her once permanent return has been voted, except when an employee is sent PR for reasons involving dismissal. This shall also apply to spouses who are called together with their husband/wife, but not to spouses who are offered employment after arriving in the host union. It is understood that the “seconded” employee, for practical reasons, cannot expect to return to the position formerly held prior to his/her interunion service, but should be offered a position within his/her profession (e.g., ministerial/pastoral, teaching, accountancy, nursing, etc).

Permanent return is to take place according to the following conditions:

1. When an employee, called from one union to work in another union, is permanently returned to his/her home union, the Division shall be responsible for the transportation of the employee and his/her family back to his/her home- for Code 1 budgets and the employing organization for Code 4 budgets.

2. If a budget is immediately available for the returned employee then the former employing organization's financial responsibility for the employee ceases at the conclusion of his/her repatriation leave.

3. Should a budget not be immediately available for the returned employee, he/she is to be employed with the understanding that the former employing organization will continue to fund his/her salary until a budget is found, but

not beyond the end of the PR calendar year, by which time the returned employee's home union must have found a budget to employ him/her.

4. Should such a returned employee refuse a reasonable employment offer within the home union, one which will allow the returned employee to continue working within his/her profession (e.g., ministerial/pastoral, teaching, accountancy, nursing, etc), the provisions of Y 70 shall apply.

5. An employee returning permanently to his/her homeland on account of failing health, as substantiated by a physical examination and doctor's statement, will be supported by the employing organization for a period of three months from the date, of leaving his/her place of employment, and if necessary, for a further three months by the division. At the end of this period, the Retirement Plan Committee shall, if necessary, give consideration to the need for further support.

6. If a permanent return is the result of a call from an organization in the employee's homeland before the completion of his /her term of service, the calling organization shall be responsible for the transportation expense and allowances.

7. *Dependants*—a. Post-secondary age children sent to their home unions or outside of the Southern Africa-Indian Ocean Division territory to continue their education should normally be granted a permanent return at this time. Children who remain in the union where the parents are serving should normally be voted permanent return when they reach their 22nd birthday, or when they have completed their college education, up to age 24, whichever comes later. The union and division actions should specify a date beyond which the organization would not be responsible for permanent return expense.

b. Children of interunion employees who elect to remain in the union where the parents are serving, after the termination date has elapsed, and accept denominational employment there, shall consider the country where the employing organization is located as their adopted home country, and thus are not entitled to interunion status.

8. *Repatriation Leave*—Permanently returned employees who have completed a full term of interunion service as defined in N 05 15 shall receive two weeks of Repatriation leave for the visitation of family, in addition to any accumulated annual leave. Where an employee has served at least half of the term by the time of permanent return, this Repatriation leave shall be prorated accordingly. This Repatriation leave shall be funded by the last employing organization for employees on Code 4 budgets, and by the division for those on Code 1 budgets.

N 45 10 Freight Allowance at Time of Permanent Return—1. At the time of permanent return a freight settlement may be made with respect to the household goods of the permanently-returning interunion employee on the

following basis and at the expense of the division for Code 1 employees, and at that of the employing organization for those on Code 4 budgets:

a. Freight, cartage, and handling as well as necessary packing and crating charges on household goods and personal effects (not including motor vehicles and articles intended for sale or carried for other persons) are allowed from the place of employment to the interunion's home:

1) After two-thirds or more of a full term of service—100 percent of the freight allowance (see N 20).

2) After more than one-third but less than two-thirds of a full term of service—60 percent of the freight allowance (see N 20)..

3) After less than one-third of a full term of service—40 percent of the freight allowance (see N 20).

c. "All risk" marine insurance and "war risk" insurance must be secured in every case at the replacement value of goods allowed in paragraph a), at the expense of the union in which the employee has served. Insurance will also be allowed on personal baggage for permanently returned employees except on antiques, exotic items, rare collections, articles intended for sale or articles carried for other persons.

N 50 Rehabilitation Allowance

Interunion employees who have completed a full term of service as an interunion employee and who are permanently returned for reasons other than those involving dismissal, shall be granted a rehabilitation allowance equal to the regular interunion appointee outfitting allowance as per N 20 10. Those who return from the mission field before completing a full term of service shall be granted a percentage of the rehabilitation allowance directly proportionate to the portion of a full term served. Interunion workers who are permanently returned for reasons involving dismissal are not entitled to the rehabilitation allowance, but may be given help in re-establishing themselves, the amount to be determined by the home union in counsel with the Southern Africa-Indian Ocean Division, but is not to exceed 50 percent of the amount indicated above.

N 55 Employees Who Voluntarily Resign

N 55 05 No Obligation to Repatriate—In the case of an interunion employee who voluntarily resigns from denominational employment, the denomination is under no obligation to return the individual to a former location.

N 60 Interunion Employee Transfers Between Countries

N 60 05 Interunion Employee transfers between countries—When an interunion employee is called to serve in another country within the SID territory, the following allowances and arrangements will apply:

1. An Outfitting Allowance equivalent to that granted to IUE appointees per *SID Working Policy* N 20 10.

2. The shipment of personal effects to the new place of employment as per *SID Working Policy* N 20 15, or freight settlement for unused weight as per *SID Working Policy* N 20 25.

3. A Baggage Allowance equivalent to that granted to IUE appointees as per *SID Working Policy* N 20 20.

4. The Moving Allowance as per *SID Working Policy* Y 40 20 would not apply to interunion employee transfers to other countries because of the granting of the above allowances.

ADVENTIST VOLUNTEER SERVICE

R 05 Adventist Volunteer Service

The Adventist Volunteer Service (AVS) plan for the worldwide Church is designed to provide service opportunities for Seventh-day Adventists who want to share in the joy of taking the gospel to the world, matching their talents, gifts, resources and professional expertise with defined needs. It includes both the intradivision and interdivision plans.

R 10 Intradivision Adventist Volunteer Service

R 10 05 Intradivision Adventist Volunteer Service Plan—1. Divisions desiring to adopt an Adventist Volunteer Service plan for their territories may do so following the guidelines outlined in the Interdivision Adventist Volunteer Service policy.

2. *Service in the Division*—When a local Adventist Volunteer Service office proposes sending volunteers to projects within its own division, it will do so according to a financial and insurance coverage plan mutually agreed upon by the sponsoring organization and the field to be benefited by the service.

R 15 Interdivision Adventist Volunteer Service

R 15 05 Interdivision Adventist Volunteer Service Plan—1. Seventh-day Adventist Church members, 18 years of age and older, may offer their services as volunteers under this plan.

2. *Definition of a Regular Seventh-day Adventist Volunteer*—A regular Seventh-day Adventist volunteer is an individual who offers his/her time, talent, gifts, resources, and services to assist with the spreading of the gospel, without remuneration, but who may receive reimbursement for some expenses.

3. *Definition of a Supported Seventh-day Adventist Volunteer*—A supported Seventh-day Adventist volunteer is an individual who offers his/her services on a volunteer basis, but who has all expenses paid and who receives an additional living allowance.

4. The most common needs are for volunteers who are able to minister in the following areas of service: lay evangelism, church planting, door-to-door work, preaching, Bible studies, pastoral counseling, teaching, medical and dental care, building and construction, office work, etc. Retired denominational and nondenominational personnel are also needed for short-term programs or for temporary (relief) positions.

R 15 10 Selection and Assignment Procedures—1. Carefully selected volunteers may be offered the opportunity of serving in the Adventist Volunteer Service plan.

2. The essential factors considered in assessing the eligibility of an Adventist Volunteer shall include, but not be limited to, the following: confirmation of membership in a Seventh-day Adventist church, references (including screening for unlawful conduct), educational qualifications, a health certificate, Accident and Sickness Protection for Volunteers insurance, satisfactory financial support, and compliance with immigration requirements.

All applications shall be sent through the regular channels to the division volunteer service director.

3. The service of volunteers shall generally be for periods up to two years. Volunteers serving less than one month shall not be required to complete the regular health evaluation and screening processes. Organizations should be discouraged from taking advantage of volunteers, encouraging them to stay for long periods of time.

4. Retirement credit and/or retirement contributions are not generally provided for those who serve on a volunteer basis. Exceptions are made in specific cases if recommended by the requesting organization and approved by the base division, and if allowed under the retirement plan policies of the base division and applicable law.

5. Volunteers shall not receive a salary but may receive an allowance to meet certain expenses incident to the volunteer service, provided it does not contravene the employment laws of the country of service. Compliance with taxation laws is the responsibility of the volunteer and the requesting organization.

6. Because marriage is a God-ordained institution and its sanctity must be guarded, volunteers and their spouses are expected to live together in the field of service. A married volunteer shall not be recruited to serve without his/her spouse for a period longer than three consecutive months. However, should the spouse join the volunteer prior to the end of the three-month term, the assignment may be extended if the spouse remains in the field for the extended period. If, on the other hand, the spouse of a volunteer leaves the field for a period longer than three consecutive months, the volunteer shall be required to terminate his/her service and return home.

R 15 15 Interdivision Adventist Volunteer Service Procedures—Organizations sponsoring volunteers for interdivision service shall be guided by the following:

1. The General Conference Adventist Volunteer Center, in consultation with the General Conference Secretariat and General Conference Transportation and International Personnel Services, shall give direction to the division Adventist Volunteer Service program. Each division shall appoint a

director to coordinate its Adventist Volunteer Service program and to serve as the liaison person with the General Conference Adventist Volunteer Center. The General Conference Adventist Volunteer Center shall:

a. Publish electronically all officially approved volunteer requests from the division Adventist Volunteer Service office on the General Conference Adventist Volunteer Center Web site <http://adventistvolunteers.org>.

b. Assist the division in its responsibility with promoting, recruiting, and processing Adventist Volunteer Service volunteers within its field.

1) When an applicant has been approved, the division secretary/Adventist Volunteer Service director shall send a copy of the application form and references to the General Conference Adventist Volunteer Center. The General Conference Adventist Volunteer Center shall notify the requesting and sending divisions of the listing number assigned to the volunteer or, if required, shall contact the requesting division, sending copies of the application form and references to verify the assignment before notifying the sending division of the assigned listed number.

All volunteer requests and assignments shall be authorized at each level of the organization but not by committee vote. Adventist Volunteer Service directors shall approve volunteer requests and assignments on the basis that committees record these at a later time. Requesting organizations shall be granted authority to send volunteer requests directly to the division Adventist Volunteer Service director, provided that each level of the organization receives a copy by facsimile or e-mail. Assignments shall be cared for in a similar manner. However, adequate time must be allowed for all levels of the organization to object to the request or assignment. If no one objects within the specified time set by each division, the request or assignment proceeds without further deliberation.

2) The division shall assist the volunteer in obtaining all travel documents and shall apply for the Accident and Sickness Protection for Volunteers insurance coverage through Adventist Risk Management. The division will also have the option to advise volunteers where airline tickets should be purchased.

c. Approve and produce a variety of forms for all divisions as required, such as: Adventist Volunteer Service Health Certificate, Adventist Volunteer Service Request Form, Adventist Volunteer Service Reference Form, and Adventist Volunteer Service Application Form.

2. Volunteers should have been members of the Seventh-day Adventist Church for no less than one year, and in regular standing.

3. Volunteers should be in good health and shall be required to undertake a medical examination by a qualified practitioner if the appointment is for one month or more.

4. All requests for college and university volunteers for the ensuing year

shall be approved by the division committee and shall be sent to the General Conference Adventist Volunteer Center approximately eight months prior to the departure date. Other requests for volunteers, approved in a similar manner, may be submitted at any time. All such requests shall include the following:

- a. The level of education and job skills required of the applicant.
- b. The time period the volunteer is required to serve.
- c. The financial benefits offered, if any.

5. For Adventist Mission projects, the General Conference Adventist Volunteer Center, in cooperation with the General Conference Adventist Mission office and the administration of the division, shall select an unentered territory within that division and

- a. Select the type of activity to be used to establish a church presence.
- b. Promote the evangelism project.
- c. Recruit and train an international volunteer team (the size to be determined by the project directors).
- d. Determine the length of service for the project (one year or longer).
- e. Recruit and train a new team to complete the project as deemed necessary by the directors.

The General Conference Adventist Mission office shall share in the funding of volunteer projects in harmony with the General Conference Adventist Mission Operating Committee's funding criteria.

6. All volunteers shall be screened by the local church for their suitability for a particular assignment and for their commitment to the mission of the Church. Should the requesting organization fail to follow normal screening procedures or choose to ignore the advice of the home division regarding volunteers, the home division is not responsible for resolving any difficulties that may arise during the period of service.

7. In the event that volunteers need to be disciplined and sent home prior to completing their terms of service, it shall be the responsibility of the requesting organization to arrange for their repatriation, which may include the cost of airfares. The home division shall not be responsible for any repatriation expenses.

8. In cases where the volunteer assignment is expressed in contractual terms, the requesting organizations are bound to honor such agreements.

9. The programs, activities, and supervision of volunteers while in the field shall be approved by the requesting division.

10. Volunteers who participate in Adventist Development and Relief Agency projects may do so under special arrangements.

11. Volunteers who do not receive missionary orientation on a Seventh-day Adventist college/university campus shall be required to complete the Passport to Mission course.

R 15 20 Basis of Division Volunteer Requests—1. The division requesting the services of volunteers shall do so on the following basis:

a. Work assignments for volunteers shall be limited to short-term programs or to temporary (relief) positions.

b. Volunteers who are serving currently and who wish to extend their term of service may be granted approval to do so after the General Conference Adventist Volunteer Center and the sending division have been notified by the requesting division.

c. The General Conference Adventist Volunteer Center shall publicize the Adventist Volunteer Service plan and the list of service opportunities submitted by the divisions.

R 15 25 Financial Responsibility—Division—1. The division which sends volunteers shall:

a. Ensure that all volunteers have been provided with Adventist Volunteer Service (AVS) insurance coverage prior to departure.

b. Be responsible for any claims incurred by the volunteer which are normally met by AVS insurance if the division, after being properly notified, fails to arrange for insurance coverage for an approved volunteer.

2. The organization which receives volunteers shall be financially responsible for the following:

a. Insurance Coverage

1) For any claims normally met by AVS insurance, incurred by the volunteer if the organization fails to follow proper calling procedures, resulting in the failure to provide AVS insurance coverage for the volunteer.

2) The cost of premiums for AVS insurance which provides the following:

a) Accident and Sickness Protection for volunteers insurance policy (limited accident and sickness coverage as outlined in policy brochure)

b) Worker's Compensation for volunteers

c) Personal Effects and Property Insurance (Personal Effects Floater)

3) Insurance deductible under the Accident and Sickness Protection for volunteers insurance policy.

4) Ensuring that insurance coverage is in place for all volunteers extending their service beyond the limit of initial coverage.

5) Ensuring that a minimum of 21 days coverage is provided to the volunteer for homebound travel.

6) Any claims normally met by AVS insurance incurred during this period should the receiving organization fail to ensure that coverage has been arranged.

In the event that a volunteer returns home earlier than expected, the division where the volunteer is serving shall be responsible for notifying

Adventist Risk Management and the Adventist Volunteer Center.

- b. The cost of airfares, if indicated.
- c. The liability of the denomination shall be limited to the cost of the insurance premiums and deductibles for the above coverage. (See R 15 25, paragraph 2.a.) Volunteers who are 21 years of age or older (parents or legal guardians if under 21) shall sign the Adventist Volunteer Service Release of Liability and Beneficiary Form absolving the denomination from any liability arising out of any loss, injury, illness, disability, damage or death sustained while serving in the Adventist Volunteer Service program or resulting from service in the Adventist Volunteer Service program. (See R 15 50 for a sample release form.)
- d. Additional medical coverage not included in paragraph 2.a. above may be provided to the extent specified in the contract or Volunteer Service request listing.
- e. Lodging provisions and a living allowance to cover food and local travel may be provided.
- f. Travel and other financial arrangements shall be approved by the requesting division or the General Conference Adventist Volunteer Center. The financial arrangements for supported volunteers shall normally be expressed in the form of a written agreement between the volunteer and the requesting organization and shall include a list of allowances provided.

R 15 30 Relationship to Other Organizations—The Adventist Volunteer Service Plan includes all projects operated by Seventh-day Adventist owned entities. Projects owned and operated by other organizations shall not be included in the program.

R 15 35 College/University Volunteers—1. Each Seventh-day Adventist college/university shall direct the Adventist Volunteer Service program on campus. It shall provide instruction and general orientation materials for the volunteers. The Adventist Volunteer Service screening committee in each college/university shall be composed of both faculty and students and shall be responsible for approving the candidates' fitness for service. The college/university campus ministries director or Adventist Volunteer Service sponsor shall be the chair of the screening committee and shall be the liaison officer between the college/university and the division Adventist Volunteer Service director in processing the volunteers for interdivision service. Volunteers who apply from nondenominational colleges/universities, or who are no longer students, shall be screened by the pastor/elder of the church where they are members or are in regular attendance. They shall be required to complete the *Passport to Mission* course.

2. Volunteers may be sent out by each college/university Adventist Volunteer Service office on the following basis:

a. The college/university, through its related Adventist Volunteer Service office, shall be responsible for:

1) Satisfactory financial arrangements for round trip transportation, with the students providing as much as possible through personal financing and the balance provided from a campus Adventist Volunteer Service pooling fund, unless provided for by the requesting organization. All arrangements for ticketing shall be made through the travel office connections of the division unless otherwise authorized.

2) The cost of passports, visas, inoculations, and health certificates.

b. The requesting organization shall be financially responsible for the cost of insurance premiums (to be arranged by the home division prior to departure).

3. The raising of funds for the Adventist Volunteer Service program in each college/university shall be in harmony with the policies of the local and union conferences/missions and the division in which territory the college is located.

R 15 40 Service by Secondary/Academy Student Volunteers (13 to 18 years of age)—When projects similar to college youth volunteer activities are requested for secondary/academy students, these shall be operated as group undertakings and supervised by adults personally acquainted with the youth.

All plans for such programs must be approved by the local and union conference/mission in which the secondary school/academy is located and in which the project is located.

R 15 45 Responsibility of Volunteers—1. Generally volunteers provide their own round trip transportation, but on occasions transportation expenses may be provided.

2. Volunteers who are liable for national military service shall be responsible for securing deferment or clearance from the appropriate government office before leaving the home country.

3. Volunteers shall make appropriate arrangements to care for deferred educational indebtedness while absent from their home countries.

R 15 50 Adventist Volunteer Service Release of Liability and Beneficiary Form—All volunteers shall be required to sign the appropriate release of liability and related beneficiary form as approved by the General Conference Office of General Counsel.

R 20 Mediation and Conciliation Procedures for Seventh-day Adventist Volunteers*

**Seventh-day Adventist Volunteers are defined in R 15. This policy is intended for those divisions that do not have a Mediation and Conciliation Policy of their own.*

R 20 05 Rationale—The Bible emphasizes the importance of proper understanding in human relationships and directs that differences should be reconciled and problems resolved in a spirit of harmony and unity. The counsel given by Jesus (see Matthew 18) calls for open communication between parties when disputes arise, in an endeavor to solve problems closest to their origin. It is assumed therefore that when a problem arises, consultation takes place in an effort to establish formative and remedial procedures. The Church acknowledges the principles of natural justice and is committed to the application of such principles in decision-making procedures that may affect an individual's position, welfare, or reputation.

R 20 10 Basic Assumptions—The Church reserves the right to engage as volunteers only those individuals who personally believe in, practice, and are committed to upholding the doctrinal tenets of the Church, as summarized in the document "Fundamental Beliefs of Seventh-day Adventists" (1980), and who by their Christian conduct preserve the character, order, and unity of the Church.

The Church also reserves the right to relieve a volunteer from a position, either by termination, transfer, or reassignment if, in the judgment of the controlling committee or board, such termination, transfer, or reassignment serves the purposes of the Church and/or the interests of the individual.

R 20 15 A Grievance—A "grievance" shall be any claimed misinterpretation, inequitable application, or violation of the policies and practices of the Seventh-day Adventist Church which could have adverse consequences for a volunteer and which may result in dismissal, reassignment, or variation of status, position, or volunteer benefits. Mediation is available to all volunteers who consider they have a "grievance" and must be implemented prior to requesting conciliation.

R 20 20 Exemptions—The mediation and conciliation procedures do not apply in certain situations. Examples of such cases may include but are not limited to:

1. The settlement of insurance claims.
2. Issues arising from marital differences.
3. The awarding of custody of minor children.
4. The deciding of matters involving the administration of estates.
5. Debt collection.
6. Matters involving an individual's dispute with civil government or law enforcement agency.
7. Specific theological questions.
8. Questions regarding church discipline and the transfer or reinstatement of membership as recorded in the Church Manual.
9. Church elections.

R 20 25 Mediation—Mediation is a process in which a third party helps the disputants discuss their differences and negotiate an agreement. The mediator has power over the process but not the outcome. It is a voluntary process in which those involved in the dispute jointly explore and attempt to reconcile their differences. The mediator shall be neutral, impartial, and acceptable to all parties.

The following procedures shall be followed in the application of the mediation procedure. When a matter which is deemed to have adverse consequences for a volunteer is to be brought to a decision, the volunteer shall be given the opportunity to request that a mediator be appointed and shall be notified accordingly. This request shall be made no later than fourteen days after the decision has been made and a “grievance” has been identified and shall be made in writing, outlining the nature of the grievance. A mediator must be agreed upon by both the institution and the volunteer within fourteen days of the request for mediation. The mediation process shall be completed within twenty-one days of the mediator being appointed.

The mediator has no authority to render a decision. The mediated dispute is settled when the parties themselves reach what they consider to be a workable solution.

The disputants hold the ultimate authority in the mediation process. They enter mediation voluntarily and may withdraw at any time; they control the content and the outcome; they select a mediator to whom they entrust control of the process. The result of mediation is not binding unless the parties agree otherwise in writing. The outcomes of mediation shall be recorded by the organization where the volunteer is engaged and it shall send a copy to the Secretariat of the higher body.

R 20 30 Conciliation Procedure—Step 1. *Formal Notification*—When mediation fails and the organization decides to maintain its original position regarding a volunteer, the volunteer shall be formally notified, both in person and in writing, by an administrator. The notification shall include:

1. The reason or reasons for the action.
2. The basis for the reason or reasons.
3. The provisions of the conciliation process.

Step 2. *Hearing a Protest*—In the event that mediation has failed completely, the volunteer protesting the decision of the organization becomes a grievant, as identified in Step 3. Within fourteen days of receiving the written formal notice of the action taken, the grievant may appeal to the next higher body for a hearing before an independent review committee by presenting the grievance, in writing, to the administrator of the next higher body, a copy of which must be forwarded to the organization where the volunteer is assigned. The written statement should include:

1. A concise statement of the grievance.

2. The circumstance(s) involved.
3. The outcome of the mediation process.
4. The specific solution or remedy sought by the grievant.
5. A request for a hearing before an independent review committee of five persons, including the chair. The allocation of the costs of calling the review committee together shall be subject to negotiation.

The organization and the grievant shall be given access to all support documentation which is to be submitted to the review committee (this does not include a transcript of arguments to be presented), and each party shall receive the documentation at least seven days before the review committee convenes. Both parties must agree, in writing, to abide by the decision of the review committee. Should the grievant fail to sign the agreement, the requested hearing shall not proceed. In this event the action of the organization shall be deemed to stand.

The organization shall be required to submit to the review committee in writing a summary of its arguments and of events which led to its action(s) in respect to the grievant. A copy of all relevant letters, documents, and committee actions shall be included in its submission.

Step 3. *Setting up a Review Committee*—The higher authority shall honor the request for a review committee hearing and negotiate the appointment of said committee within fourteen days. In choosing persons to serve on the review committee, consideration should be given to keeping expenses to a minimum.

The committee shall be made up as follows:

1. An independent chair nominated by the higher authority and agreed to by both parties.
2. Two members (50 percent) nominated by the administration of the engaging organization, but not from the administration or executive committee or board.
3. Two members (50 percent) nominated by the grievant.

The review committee shall be members in regular standing of the Seventh-day Adventist Church and shall not include individuals from the legal profession.

R 20 35 The Review Committee Function, Authority, and General Guidelines—1. The review committee shall hold its initial meeting within fourteen days of appointment.

2. Final disposition shall be within thirty days of the appointment of the committee.

3. The committee may invite any person or persons whom it considers may have counsel or information relevant to the grievance to any or all of its meetings. This provision excludes any legal representation. No person may demand the right to meet with the committee.

4. The grievant and the administrator or nominee of the organization shall be required to attend an initial meeting of the review committee to present their cases in each other's presence and at other times as requested by the committee. The decision regarding the grievance shall be made in a closed meeting.

R 20 40 General Provisions—1. Agreements, consents, and understandings must be in writing.

2. A grievance may be dropped by the grievant at any time by informing the next higher body in writing.

3. Extension of time at any stage may be made by mutual consent of both parties. Such agreement should be recorded and signed by both parties.

4. Should the grievant fail to act within the prescribed time limits, the organization is not obliged to continue with the process.

5. All participants in the process shall agree that there shall be no reprisals against other participants in the procedures.

6. All information disclosed must remain confidential.

7. When a volunteer requests that the conciliation process be implemented, the action taken by the organization shall remain operative until either confirmed, modified, or declared void by the review committee.

8. The decision shall be arrived at by secret ballot and all members of the review committee, including the chair, shall cast a vote.

9. The review committee is not authorized to award financial compensation to the grievant or the organization.

10. Government laws shall have preeminence over the requirements of these guidelines.

11. The following is a summary of steps that should be followed together with the required time periods:

a. Grievant Actions:

1) Mediation Request—No later than fourteen days after the grievance is identified.

2) Mediation Outcome—Within twenty-one days of mediation appointment.

3) Conciliation Request—When mediation fails and within fourteen days of formal notification that the action against the grievant is to be maintained.

4) Support Material—Must be exchanged at least seven days before the review committee convenes.

b. Organization Actions:

1) Mediator Appointed—Within fourteen days of mediation request.

2) Mediation Outcome—Within twenty-one days of mediator appointment.

3) Review Committee Appointment—Within fourteen days of conciliation request.

4) Support Material—Must be exchanged at least seven days before review committee convenes.

5) Disposition of Case—Within thirty days of committee appointment.

GENERAL FINANCIAL POLICIES

S 04 Financial Operations and Environment

S 04 05 Role of Leadership in Financial Matters—It is the responsibility of organizational leadership to manage financial matters with integrity. Every leader must model behavior that is guided by a commitment to ethics, transparency, and accountability. This behavior is critical for building confidence in the overall Church organization. To sustain this confidence, open communication must take place among the employees of the organization, between management and the controlling board or executive committee, between the organization and its constituents and other stakeholders, and between the organization and higher organizations. Beyond modeling behavior, it is imperative for leaders to promote and design the most appropriate systems that will safeguard the resources which are used to support the mission of the Church.

S 04 10 Officers to Set Example—All officers of General Conference, division, union, local conference/mission/field entities, and institutions/agencies/services shall set an example in economy by minimizing expenses without compromising the mission of the organization. This example will inspire confidence in the integrity of the organization.

S 04 15 Employ Church Members—In the employment of persons in every capacity, whether in the office or otherwise, great diligence shall be used to employ only persons who are members of the Church, in regular standing, and who exert a positive influence along spiritual lines for the up building of the work.

S 04 20 Responsibility—The chief responsibility for the day-to-day operation of an organization rests with the officers of the organization. However, the board or controlling board or executive committee represents the constituency concerned and is also responsible for the financial viability of the organization.

S 04 25 Responsibility for Internal Controls—The controlling board or executive committee is responsible for ensuring internal controls which are adequate to the size and complexity of the organization. Those internal controls are to be designed, documented, implemented, communicated, and monitored. The effectiveness of internal controls will be determined to a large degree by the tone set by those entrusted with leadership and governance of the organization.

S 04 30 Objectives and design of Internal Controls—The objectives of internal controls in an organization are to provide reasonable assurance regarding the reliability of financial reporting, the effectiveness and efficiency of operations, the compliance with laws and regulations including

denominational policies, the assurance that resources are used in accordance with approved purposes, and the protection of organizational assets from misuse.

1. In designing internal controls, the organization’s controlling board or executive committee shall analyze and identify risks that could result in financial statements that do not reflect the actual position of the organization.

2. The controlling board or executive committee shall establish policies and procedures to address adequate segregation of duties, proper authorization of transactions and activities, adequate documents and records, physical control over assets and records, and independent checks on performance.

3. The controlling board or executive committee shall oversee management’s documentation and communication of internal controls for the organization.

S 04 35 Monitoring Internal Controls—Internal controls must be monitored to determine their continued effectiveness. The controlling board or executive committee shall have an ongoing process to assess the effectiveness of internal controls and correct deficiencies.

**S 05 Care and Responsibility in
Financial Operations
[Repealed Annual Council 2011]**

S 09 Financial Planning and Budgeting Process

S 09 05 Mission Driven Resource Allocation—Each organization shall have a mission driven, broadly based consultative financial planning and budgeting process with a committee structure that can give detailed review to the ongoing financial planning and budgeting for the organization. In some cases, this may take the form of a finance committee. In other cases, the organization may be small enough that the process is handled directly by the governing body involved. If the organization’s controlling board or executive committee establishes a separate committee for this purpose, the responsibilities should include reviewing budget requests and the review of the annual operating budget as well as a review of the organization’s financial position as reflected in the financial statements. The approval of the budget and the review of the organization’s financial statements would then be recommended to the controlling board or executive committee for action. In order to build a strong constituency, all conference/missions/fields are encouraged to prioritize mission in the budgeting process.

S 09 10 Budgets—All denominational organizations shall use an annual budget which is approved by the controlling board or executive committee. It shall be the responsibility of the officers of each level of organization to

require organizations located within their territory to use a budget. Guidelines for preparing budgets are included in the *Seventh-day Adventist Accounting Manual*.

S 09 15 Funding of Activities—All activities of a recurring nature for which denominational financial support is involved shall be funded without incurring debt. All funds necessary for such operations shall be in hand or provision shall be made before commencement of activities.

S 09 20 Operating Deficits—When an organization’s monthly or yearly financial statements indicate operating deficits, the controlling board or executive committee shall take immediate steps to address the situation. An organization closing a financial year with an operating deficit, shall make provision for recovering the deficits when preparing budgets for the ensuing years, if the available working capital is less than 100 percent of the amount recommended by policy and liquid assets are inadequate to cover current liabilities and allocated funds. When such conditions exist, the higher organizations shall give counsel in resolving the difficulty.

S 09 25 Financial Obligations—The General Conference or any of the individual divisions composing it shall not be held financially responsible for any obligations it has not assumed by vote of its controlling boards or executive committees. This is also the general policy for unions, local conferences/missions/fields, and other organizations and institutions of the denomination.

S 09 30 Inter-Organizational Accounts—Organizations are expected to reconcile and settle their inter-organizational accounts on a monthly basis.

S 09 35 Authorization for Appropriations—In the use of General Conference, division, union, and local conference/mission/field funds, appropriations to subsidiary organizations shall be made only by specific action of the controlling board or executive committee.

S 10 Economy in Conference/Mission/Field Administration [Repealed Annual Council 2011]

S 14 Financial Borrowing

S 14 05 Borrowing Guidelines—As far as is possible, financial activities should be conducted without the use of borrowing. The preferred method for operating and/or financing capital projects is cash with a less preferred method being the use of funds from current revenue. The controlling board or executive committee of each General Conference institution and world division shall develop a policy, in consultation with General Conference Treasury, outlining the approval process for using borrowing as an option for

conducting financial activities. The policy must be developed and implemented within the following guidelines and limitations:

1. The General Conference or any of the individual divisions composing it shall not be held financially responsible for any obligation it has not assumed by vote of its controlling board or executive committee. This is also the general policy for unions, local conferences/ missions/fields, and other organizations and institutions of the denomination (see S 09 25).

2. No organization shall borrow for the purpose of reinvesting.

3. No organization shall borrow for the purpose of relending, except through a denominational revolving fund or similar method as approved by the division executive committee.

4. No organization shall borrow for the purpose of financing current operations, except in extremely unusual circumstances and in consultation with the next higher organization. Such borrowing shall not extend beyond one financial year. In cases where an organization seeks to obtain a line of credit to address seasonal operational cash flow issues, the line of credit, when permitted, must be approved by the controlling board or executive committee of the organization in consultation with the next higher organization. An annual report regarding the use of such loans or lines of credit must be made to the controlling board or executive committee and to the next higher organization.

5. Divisions and General Conference institutions, in their policy and borrowing, may allow for capital projects to be considered. The policy must include borrowing guidelines that clearly define the maximum percentage of borrowing on any project and cash requirements before commencement of the project. The policy may set a single maximum percentage of borrowing for all capital projects or may outline different maximums for different categories of capital projects (i.e. conference offices, employee housing, primary schools, secondary schools, universities, dormitories, hospitals, churches, etc.). The maximum percentage of borrowing, if permitted, should take into consideration the difference between revenue-generating projects, projects that will be funded from ongoing operations, and projects that must be funded from donations or contributions.

6. Under normal circumstances, no organization shall pledge as collateral or encumber the assets owned or used by another organization for any loan. In those unusual circumstances where it is to the advantage of the organization to pledge as collateral or encumber the assets of another organization, the controlling board or executive committee of the organization whose assets will be pledged or encumbered must vote to authorize such pledges and encumbrances.

7. At the time new borrowing is proposed, full disclosure of current and outstanding loans must be presented to the controlling board or executive

committee as part of the proposal. This full disclosure of all outstanding loans must include loans that the organization is proposing to borrow, has guaranteed, or cosigned. Further, the full disclosure shall indicate how the proposed loan when combined with any outstanding, guaranteed, or cosigned loans relates to any borrowing limits established by the respective General Conference institution or world division.

8. On an annual basis, the treasurer/ chief financial officer of each organization shall present a report to the controlling board or executive committee with a copy to the next higher organization that enumerates all outstanding, guaranteed, or cosigned loans with a related list identifying all assets pledged as collateral or encumbered.

S 15 Financial Responsibility

S 15 05 Debt Control—[Repealed Annual Council 2011]

S 15 10 Church Buildings—1. Churches contemplating either the purchase or erection of church buildings shall be cautioned against undertaking financial obligations that would embarrass the membership. When for any reason a congregation decides to buy or build a new church home, its building should not be vacated or disposed of unless provision has been made to house the congregation until the new building is erected or purchased. In all building undertakings, local and union committees shall give careful counsel in each case, taking into consideration the size of the congregation, its financial strength, and the location of the property.

2. In the purchase or building of church facilities, in no case shall commitment be made or building operation begun until:

a. Fifty percent of the entire cost of the building, including initial furnishings, is in hand in cash or readily convertible assets, and provision satisfactory to the Division Executive Committee for securing the remaining 50 percent has been made. In the case of construction, the work shall proceed and obligations shall be incurred only as funds are available.

b. In special cases where in the judgment of authorizing boards and committees, it is deemed advisable, a church may be authorized to borrow up to 50 percent of the cost of completing the current stage of its building project, provided a definite program for the liquidation of the loan has been underwritten by the local and union conferences/fields concerned and approved by the authorizing committees.

c. In cases in which it is practicable to occupy church buildings before the contemplated project is entirely completed, authorization may be given for the work of construction to be undertaken in stages, provided the project has been underwritten by the local union/conference/field concerned and approved

by the authorizing committees, with the provision that construction will not proceed except as funds are available.

S 15 15 Building Policy—1. In union projects to purchase or build on property or in other ways permanently invest denominational funds, to the extent of US\$75,000* or less when completed, may be approved by the union committee without reference to the division, provided that no indebtedness or borrowing of any kind, even from the funds of the organization concerned, is involved. In the case of projects costing more than US\$75,000* when completed, or those costing lesser amounts but for which the full amount is not in hand in cash, the union committee shall submit to the Division Executive Committee for its approval particulars of estimated cost, full information regarding the means by which the project is to be financed and, in the case of construction or building projects costing more than US\$50,000*, properly prepared plans and specifications, in accordance with policy, shall be submitted to the division for approval. [**Where special circumstances in a given union dictate the need for a higher amount this shall be reviewed and set by action of the SID ADCOM.*]

2. When approval of a higher committee is necessary for any project, it shall be obtained before construction is begun or financial commitment is made.

3. *General Conference Approval/Review*—Projects shall be referred to the General Conference Administrative Committee for approval or review and counsel prior to the beginning of construction when such financial plans for building projects, when completed, involve borrowing of more than US\$750,000 or require funding from General Conference Appropriations of more than US\$750,000.

4. For projects with an estimated cost of US\$100,000 or more, the appointment of the architect and builder and the contract shall be subject to approval by the Division Building Plans Committee before each stage of the project is started.

5. *Cash Requirement*—For institutional and conference building projects and improvements, the full amount of the funds needed shall be in hand before commitments are entered into, except that in cases of extreme necessity in union and local conferences, building operations may be started when 50 percent of the entire cost of the building is in hand in cash, and provision satisfactory to the responsible authorizing committee for securing the remaining 50 percent has been made. In the case of construction, the work shall proceed and obligations shall be incurred only as funds are available. In all cases where the 50 percent is not in hand, this amount shall be underwritten by the local and union conferences/missions concerned and the plan approved by the authorizing committees.

6. *Multiple Units*—In the case of a building expansion program involving one or more units in one of the larger institutions, the budget and the plan for the building program for each unit shall be submitted to the controlling committees for approval before commitments are made. Such budgets shall provide for the full amount of funds required to complete the project by cash in hand or by yearly budgetary appropriations underwritten by the local and union conferences/missions or the division. Construction shall proceed and obligations shall be incurred only as funds are available. When it is necessary to use the provisions of paragraph 1 above, the 50 percent provision may be applied to each unit, and each unit's borrowing shall be liquidated before the next construction is undertaken.

7. *Payment of Existing Indebtedness*—Any plans for institutional expansion shall include provision for the payment of any existing indebtedness within the period of time in which the building or expansion program is financed, and shall become a part of that plan.

S 15 20 Sale of Denominational Real Estate—Authorization shall be obtained from the controlling union committee and from the Division Executive Committee before any denominationally owned real estate is sold or otherwise disposed of. The only exceptions to this policy shall be as follows:

1. Real estate currently valued at less than US\$ 5,000 shall not require approval of union or division executive committees if no funds from these organizations were invested in such properties.

2. Real estate currently valued between US\$ 5,000 and US\$ 10,000 shall not require approval of the Division Committee if no funds from the division were invested in such properties.

S 19 Financial Reports

S 19 05 Distribution—In order that controlling boards, executive committees, and responsible officers may be kept fully informed concerning the operations under their control, monthly financial statements should be furnished to the members of the responsible boards and committees and to the officers of the next higher organization. Financial statements of institutions shall be furnished also to the officers of the higher organizations concerned. Monthly statements of the division shall be sent to the General Conference Treasury. To achieve this objective:

1. At least nine of the twelve monthly financial reports must be provided to the organization's administrative officers.

2. At least four of the twelve monthly financial reports, reasonably spaced throughout the year, must be provided to the controlling board, executive committee, and officers of the next higher organization.

3. In the case of relatively inactive organizations, quarterly financial reports are required (instead of monthly).

S 19 10 Analysis—Monthly financial reports showing the actual operating expenses and budgetary provision to date shall be prepared and studied by the organization’s administrative officers. Controlling boards and executive committees should compare these statements with the approved budget and be prepared to act with the officers in increasing income and/or decreasing expenditures as may be necessary.

S 19 15 Presentation to Committees—When presenting financial reports in the accounting format generally accepted by the church, the treasurer/ chief financial officer should use appropriate visual aids and explain all technical terms used to make sure the report is understandable to members with limited accounting background. Financial reports are to be comparative and include the following:

1. Statement of Financial Position
2. Statement of Financial Activities
3. Statement of Cash Flows
4. Footnote disclosures which are an integral part of the report
5. Other supplemental information, such as schedules showing details of assets, liabilities, income, expenditures, and certain further percentages or ratios.
6. If the financial report has been audited, the auditor’s opinion should accompany the report.

S 19 20 Presentation to Constituency Sessions—Reports to the constituency sessions of organizations shall include audited comparative financial statements, as enumerated in S 19 15, showing each of the years in the reporting period. If it is not possible to have audited comparative financial statements prepared for the session’s reporting period, each year’s financial statement, with the accompanying auditor’s report, shall be presented separately. Any financial reports presented at constituency sessions that are not accompanied by an opinion from the auditor should clearly indicate that it is non-audited information.

S 19 25 Statistical Reports and Financial Statements—The annual statistical report of all divisions, including the work of all conferences/missions/fields, and institutions in their territory, as well as a report of languages in which denominational activities are conducted, should reach the General Conference Office of Archives, Statistics, and Research not later than March 31.

One copy of the audited financial statement of each denominational organization shall be sent by General Conference Auditing Service (or the chief operating officer, in cases of organizations audited by other than the General Conference Auditing Service) to the General Conference Office of

Archives, Statistics, and Research as outlined below. This statement shall include all supporting schedules and signed auditor’s opinions and shall be accompanied by a summary on Form F-49 no later than one month after the audit report has been released.

S 19 30 Accounting Manuals Authority—Financial reports shall be prepared in accordance with applicable denominational accounting manuals prepared by the General Conference Treasury. All organizations shall adhere to the appropriate current denominational accounting manual as follows:

International Accounting Manual (effective prior to 2012)

Seventh-day Adventist Accounting Manual (effective January 1, 2012)

1. When country-specific accounting standards require a financial reporting framework that differs from the denomination’s accounting manual, those country-specific standards take precedence and organizations are not required to maintain multiple sets of accounting records to accommodate both country-specific standards and the accounting manual.

2. Entities are expected to comply with all relevant laws and regulations that require reporting of financial information to government agencies, which may be required to be in formats other than that used for general-use financial reporting. It is understood that such government- mandated reporting is in addition to the required general-use financial reporting to the organization’s controlling board or executive committee.

3. Any other exceptions to application of the accounting manual shall be approved by General Conference Treasury.

S 20 Financial Control **[Repealed Annual Council 2011]**

S 24 Financial Ratios

S 24 05 Use of Ratios—Financial ratios are useful indicators of an organization’s performance and financial situation. In order to have a basic measure of financial health, the Church has placed emphasis on comparing the actual working capital of an organization and amount of liquid assets on hand to a predetermined recommendation for various types of organizations. There are several other types of ratios that could prove useful for organizations in their process of performing financial statement analysis. Organizations are encouraged to determine and apply any relevant ratio that would be beneficial to that process. Financial ratios can be grouped into at least four categories:

1. *Liquidity Ratios*—Provides information about an organization’s ability to meet its short term financial obligation.

2. *Asset Turnover Ratios*—Provides information on how efficiently an organization uses its assets.

3. *Financial Leverage Ratios*—Provides information about the long-term solvency of the organization.

4. *Profitability Ratios*—Provides information regarding the success of the organization at generating operating gains.

S 24 10 Working Capital—In order that adequate financial resources will be available for the sound and effective operation of all organizations, the following provisions are based on what has been considered historically adequate for denominational entities and are outlined below:

1. *Working Capital Definition*—Working Capital shall be defined as the amount of current assets in excess of current liabilities.

2. *Formulas*—The recommended working capital of organizations shall be as follows:

a. *General Conference*—40 percent of the latest fiscal year's unrestricted income or for interim statements, the latest 12 month actual unrestricted income, adding 1 percent per year, commencing in 2009, until a maximum of 50 percent is reached, plus 100 percent of long term payables, gross allocated funds, and Capital Additions Functions Balances.

b. *Divisions*—30 percent of the latest fiscal year's total operating expense or for interim statements, the latest 12-month actual operating expense plus 15 percent of operating appropriations to subsidiary organizations for the latest complete fiscal year, plus allocated funds. Some divisions may require a larger working capital.

c. *Union Conferences/Missions*—30 percent of the latest fiscal year's total operating expense, or for interim statements, the latest 12-month actual operating expense, plus allocated funds.

d. *Local Conferences/Missions/Fields*—20 percent of the latest fiscal year's total operating expenses, or for interim statements, the latest 12-month actual operating expense, plus allocated funds.

e. *Conference/Mission/Field Associations/Corporations*—10 percent of the current fund assets; and further, that one half of such working capital be maintained in liquid assets.

f. *Home Health Education Service*—Equivalent of net accounts receivable, merchandise inventories, and allocated net worth (reserves) based on the balance sheet for the latest complete fiscal year.

g. *Adventist Book Centers*—Equivalent of net accounts receivable, inventories, and allocated net worth (reserves).

h. *Universities, Colleges, and Junior Colleges*—20 percent of the operating expense, or for interim statements, the latest 12-month actual operating expense, of the latest complete fiscal year, plus allocated net worth (reserves).

i. *Academies*—15 percent of the operating expense of the latest complete fiscal year, or for interim statements, the latest 12-month actual operating expense.

j. *Health Care Institutions*—20 percent of the operating expense of the latest complete fiscal year, or for interim statements, the latest 12-month actual operating expense, plus allocated net worth (reserves).

k. *Publishing Houses*—Equivalent of net accounts receivable (excluding receivables from higher organizations), inventories and allocated net worth (reserves) based on the balance sheet for the latest complete fiscal year.

l. *Christian Record Services for the Blind*—25 percent of the last complete year's financial operating expenses, or for interim statements, the latest 12 month actual operating expense, plus allocated funds.

m. *Adventist Risk Management, Incorporated, Including Branch Offices*—40 percent of the annual operating expense (for interim statements, the latest 12 month actual operating expense), or as required by any relevant regulatory authorities.

n. *Adventist Media Centers*—20 percent of annual operating expense based on the Income Statement for the latest complete fiscal or for interim statements, the latest 12 month actual operating expense.

o. *Adventist World Radio Institution*—20 percent of the operating expense of the latest complete fiscal year, or for interim statements, the latest 12-month actual operating expense, plus allocated net worth (reserves).

S 24 15 Liquidity—In order that adequate cash and cash equivalents will be available for meeting short-term financial obligations, the following provisions are based on what has been considered historically adequate for denominational entities and are outlined below:

1. *Liquid Assets*—Liquid assets equivalent to the current liabilities and certain allocated funds identified in the specific accounting manuals shall be maintained in the following:

a. Cash

b. S 85 35, S 85 40 items

c. General Conference or other authorized unitized investment funds

d. Accounts receivable from the next higher organization.

2. *General Conference Liquidity Formula*—The liquidity formula to be used by the General Conference shall be: Cash and Banks plus Securities and Investments divided by the total of current liabilities and gross allocated funds.

3. *Exception to Liquidity Requirement*—In unusual situations such as excessive and rampant inflation or highly unstable and rapidly devaluing currencies, substantial loss can result from holding cash or similar liquid assets in excess of basic minimal levels required for operating. Under these exceptional circumstances, and in counsel with and subject to approval from

the division, or by the General Conference in the case of General Conference institutions, the strict liquidity provisions outlined in this policy may be temporarily suspended.

4. *Allocations*—Excess working capital at the end of the year may be transferred to allocated funds for specific purposes by action of the controlling board or executive committee, taking into consideration its source, whether title or non-title.

S 25 Compensation Review Committee [Repealed Annual Council 2011]

S 29 Financial Audits

S 29 05 Annual Audits—Each organization shall prepare its financial statements to be audited annually or receive some other level of service as approved by the General Conference Executive Committee.

S 29 10 Preparation for Annual Audit—The audit process is more efficient when an organization prepares well in advance. In preparing for an audit, the organization shall do the following:

1. Complete the recording of financial transactions and prepare the corresponding statements of financial position, financial activities, cash flows, and relevant footnote disclosures no later than 90 days after the end of the organization's financial year. The financial statements are to be prepared based on the Seventh-day Adventist Accounting Manual.

2. The principal officers of the organization shall sign an engagement letter with the auditor which enumerates the mutual expectations and responsibilities, the scope and timing of the work to be performed, and the associated fees.

3. The organization should provide the supporting material requested by the auditor in electronic form, wherever possible.

4. The principal officers, as required by S 110, shall furnish in writing to the auditor a set of assertions regarding the organization's compliance with denominational core policies.

S 29 15 Participation on the Annual Audit—The audit process is a collaborative effort on the part of the auditor and management of the organization. Management shall make the appropriate arrangements to be available during the course of the engagement and be responsive to requests made by the auditor. If at the close of scheduled audit procedures, management has not provided all the information requested by the auditor, the auditor shall inform management of the audit status and request a written engagement extension letter. At the close of the engagement, an exit interview will be conducted. The auditor shall supply a draft of the audit report for management

to review before it is finalized. Since the financial statements are the responsibility of the organization, it is important for them to be reviewed and understood.

S 29 20 Presentation of Audit Reports—Within 60 days of the close of the audit engagement, when all outstanding issues have been resolved, the auditor will provide to management of the organization and the chair of the audit committee the audit report which includes an opinion on the financial statements, a report on compliance with the core policies of the denomination, and an audit communication letter which includes any significant deficiencies identified in internal controls. Upon receipt of this report, the management of an organization shall do the following:

1. Provide to the audit committee a copy of the audit report along with their response to any findings within 60 days of receiving the report from the auditor.

2. Provide to the auditor a copy of their response to any findings they have shared with the audit committee.

S 30 General Conference Funds [Repealed Annual Council 2011]

S 34 Financial Oversight Committees

S 34 05 Audit Committees (formerly referred to as Financial Audit Review Committee)—The controlling board or executive committee of each organization shall establish a subcommittee known as an audit committee to meet at least annually and discharge the functions as outlined in the charter (terms of reference) provided to promote transparency and full disclosure on audit matters. These meetings may be held in person or via conference call where such facilities are available and if considered appropriate.

1. *Composition*—The audit committee shall consist of at least three members who are typically members of the controlling board or executive committee, and are known to possess the following characteristics:

- a. *Independent*—Not employed by the organization being audited or reviewed and, if possible, not denominationally employed. The member should not have any existing financial, family, or personal ties to the management of the organization.

- b. *Competent*—Has proven knowledge in financial matters, including the ability to read and understand financial statements. At a minimum, one of the members should be considered a financial expert who understands the financial reporting framework in their country, is able to apply that framework to accounting matters, has experience in preparing and analyzing financial

statements, understands internal controls, and understands the function of an audit committee.

c. *Confident*—Not afraid to ask relevant and probing questions.

2. *Charter (Terms of Reference)*—The following represents the expected responsibilities of an audit committee to be fulfilled each year. This charter should represent a working document that guides in managing the agenda of the committee.

a. Recommend to the controlling board or executive committee the selection of the auditor in those approved special circumstances when General Conference Auditing Service is not involved.

b. Agree upon the fees and scope of the audit engagement.

c. Maintain a direct and open line of communication with the auditor.

d. Receive and discuss with the auditor the audited financial statement, audit communication letter, and response from management.

e. Develop and review with management adequate internal controls.

f. Develop and review procedures for the receipt and resolution of confidential complaints regarding any unethical business practice.

g. Discuss with management their assertions made regarding compliance with core denominational working policies related to financial matters.

h. Identify, evaluate, and respond to any potential business and fraud risks.

i. Understand emerging trends in accounting standards and their impact on financial reporting for the organization.

j. Review any serious difficulties encountered during the course of the audit.

k. Provide oversight for the conflict of interest policy and address risks associated with any conflicts identified.

l. Present a report to the controlling board or executive committee at its next scheduled meeting regarding the results of the audit engagement, operational effectiveness of internal control, compliance with core policies, and potential business risks. This report should be accompanied by recommendations for the controlling board or executive committee to consider.

m. Hold an executive session where members of the management team, who may be attending as invitees, have been excused.

3. *Invitation to Auditor*—The auditor shall be invited to attend the audit committee meeting at which the audit reports and audit communication letter are studied, and the controlling board or executive committee meeting at which the audit committee makes its recommendations, if any. Under circumstances where legal requirements permit and conferencing facilities are deemed satisfactory to the client and the auditor, the auditor may choose to attend, via teleconference or videoconference, the meetings mentioned above. Although it

would be normal and expected for the auditor to attend audit committees in person or via other conference facilities, attendance by the auditor at such meetings is not mandatory.

4. *Representatives from Higher Organizations*—If there are official representatives from the higher organization present when an audit committee is being convened, they would be considered invitees with voice but no vote.

5. *Copy of Recommendations*—A copy of the recommendations of the audit committee, as approved by the controlling board or executive committee, shall be sent to the auditor and to appropriate officers of higher organizations.

S 34 10 Compensation Review Committee (formerly referred to as Salary Audit Committee)—The controlling board or executive committee of each organization shall establish a subcommittee known as a compensation review committee so it can be fully informed about compensation practices within the organization and ensure compliance with policies. This committee shall meet at least annually to discharge the functions as outlined in the charter provided to promote transparency and full disclosure on compensation matters. These meetings may be held in person or via conference call where such facilities are available and if considered appropriate.

1. *Composition*—The compensation review committee should be comprised as follows:

a. Each member should typically be a member of the controlling board or executive committee.

b. A majority should also be of persons not employed by the organization, should include laypersons, and should include any official representatives present from higher organizations.

c. The chairperson shall be a representative from the higher organization or a member of the controlling board or executive committee who is not an employee of the organization.

2. *Charter (Terms of Reference)*—The following represents the expected responsibilities of a compensation review committee to be fulfilled each year. This charter should represent a working document that guides in managing the agenda of the committee.

a. Review at a minimum the compensation and allowances/benefits paid to all officers and other board-appointed personnel during the previous year and determine its reasonableness and compliance with compensation policies of the denomination.

b. Ask for and receive clarification on unusual items of compensation or allowance/benefits paid during the previous year.

c. Review and report on the personal accounts/notes receivable balances that exceed one month of salary.

d. Review and report on travel advances that are outstanding for more than three months for each traveling staff.

e. Review and report on the travel expenses as compared to the approved budget for each traveling staff.

f. Review and report on the compensation, personal accounts, and travel advances for officers of subsidiary mission organizations.

g. To facilitate a meaningful review, the committee shall receive information in a spreadsheet format with separate columns for base salary, bonuses or contracted compensation, and for each allowance/benefit identifiable by individual (other presentation formats which provide similar details are acceptable). All compensation or allowance/benefits are to be included. However, no information shall be included which details any health care assistance by employee name.

h. If the controlling board or executive committee so delegates, set the individual salary percentages/rates for the next financial year.

i. Provide a statement to the controlling board or executive committee that indicates the compensation review committee has fulfilled the expectations of its charter along with any recommendations relating to compensation matters which need to be addressed.

j. For organizations that follow the provisions of Y 05 05, paragraph 10, "Variations for Commercial Business Organizations," provide a complete report to the controlling board or executive committee of the actual salary and allowances/benefits (detailed separately including retirement contributions identifiable on an individual basis, value of insurance policies, etc.) paid to officers of the organization.

S 34 15 Financial Statement Review Committee—The General Conference, divisions, and unions shall each establish a subcommittee known as a financial statement review committee in order to be fully informed about the financial health of their respective subsidiary and affiliated organizations. This committee shall meet at least annually and discharge the functions as outlined in the charter provided to promote proactive responses to adverse financial trends. These meetings may be held in person or via conference call where such facilities are available and if considered appropriate.

1. *Composition*—The financial statement review committee should be comprised as follows:

a. Members of the respective General Conference, division, or union treasury teams.

b. The committee shall be chaired by the Treasurer/ Chief Financial Officer or designee.

2. *Charter (Terms of Reference)*—The following represents the expected responsibilities of a financial statement review committee to be fulfilled each year. This charter should represent a working document that guides in managing the agenda of the committee.

a. Review audited or unaudited financial statements from subsidiary and affiliated organizations.

b. Identify adverse financial trends and discuss with the management team of that organization.

c. Evaluate the working capital and liquidity status of each organization and discuss with the management team plans to achieve and maintain recommended levels when deficiencies are noted.

d. Submit minutes of meeting to the Treasurer/ Chief Financial Officer of the next higher organization to provide awareness of significant issues. In the case of the General Conference, those minutes should be provided to the General Conference officers.

S 34 20 Financial Survey Commissions—The General Conference, divisions, and unions are advised to appoint financial survey commissions to make a periodic on site review of subsidiary and affiliated organizations, especially those that are experiencing serious financial difficulties. The commission, depending on the type of organization being reviewed, should consist of enough members to perform the survey and who can provide helpful expertise. The commission shall make a careful study of the financial position of the organizations under review, study the relationship between office administrative expenditures and field/program expenditures in conferences/missions/fields, review the effectiveness of employees, and make recommendations to the controlling boards or executive committees.

**S 35 Budget Preparation and Implementation
[Repealed Annual Council 2011]**

S 37 General Conference Funds

S 37 05 Sources of Funds—1. The sources and plan of disbursement and handling of General Conference funds are defined in Articles XVII, XIX, and XX of the Bylaws.

2. The funds the General Conference receives are the following:

a. Ten percent of the tithing receipts of the union conferences/missions/fields and of the local conferences/missions/fields not included in union conferences/missions/fields.

b. Regular mission offerings.

c. Special donations.

d. Such percentage of the regular tithing of local conferences/missions/fields as provided for by policy.

S 37 10 Remittances to General Conference—Tithing and mission offerings are reported to the General Conference treasury each month by each division treasurer/ chief financial officer. The reports and remittances from the

North American Division shall reach the treasurer's/ chief financial officer's office not later than the twenty-fifth of the succeeding month, and those from other divisions by the twentieth of the second succeeding month.

S 37 15 Funds May Be Held by General Conference—Special appropriations to divisions may be held in trust by the General Conference until the funds are needed for the project concerned.

S 38 Southern Africa-Indian Ocean Budget Preparation and Implementation

S 38 05 Treasury—It is a function of Treasury to receive all budget requests, including those for appropriations. Treasury is also responsible in cooperation with the other branches of administration, to prepare specific budget proposals.

S 38 10 Budget Preparation—1. Budget Process—The budget process, which begins in Treasury, must be reviewed and adjusted as necessary by the administration, as well as other appropriate committees.

2. *Calculation of Cap*—Treasury shall calculate the cap under which the Southern Africa-Indian Ocean shall operate, using as the basis of calculation the figures of the last complete fiscal year.

S 38 15 Approval—The budget is approved by the Southern Africa-Indian Ocean at the time of its principal annual meeting.

S 38 20 Implementation—The budget is to serve as the primary instrument of financial authorization and control for every organization. The Treasurer/ Chief Financial Officer is to provide timely financial information to his/her fellow officers and to the Southern Africa-Indian Ocean, comparing actual operating results with budgeted projections. The administration is accountable to the constituency for budget implementation, taking appropriate actions to best ensure the financial stability of the organization, using the budget as a guide.

S 39 General Conference Appropriations

S 39 05 Appropriations—1. Each division and General Conference institution that receives appropriations from the General Conference shall submit a list of requests for appropriations to the General Conference Treasury by August 1 each year. Requests are to be accompanied by such supporting reports and documentation as called for by the General Conference.

2. Appropriations shall be made at Annual Councils, when all needs and interests can be represented and compared, and an equitable distribution of funds can be made. The General Conference Executive Committee is not able, therefore, to give consideration to requests for additional appropriations

between sessions of the Annual Council. Emergencies should be met, as far as possible, by the union and/or division, or the institution. However, in cases of special emergency the General Conference or other organizations concerned have the discretion of drawing upon their annual emergency fund.

S 40 General and Emergency Appropriations [Repealed Annual Council 2011]

S 45 Trust Services

S 45 05 Deferred Gifts—1. *Spirit of Prophecy Counsel*— “ ‘How much owest thou unto my Lord?’ Luke 16:5. . . . All that we have is from God. He lays His hand upon our possessions, saying, ‘I am the rightful owner of the whole universe; these are My goods.’ . . . God is testing every soul that claims to believe in Him. . . . The Lord has given men His goods upon which to trade. He has made them His stewards, and has placed in their possession money, houses, and lands.” ” —9 T 245.

2. *Present Gifts*—Changing financial and economic conditions throughout the world are causing church members great concern as to their property and investments. Considering the shortness of time and the counsel of the Spirit of Prophecy, church leaders should encourage members to make liberal gifts of their means for immediate use in the work.

3. *Deferred Gifts*—In addition to making large immediate contributions of their means while living, our people should favorably consider deferred gifts (including charitable gift annuity agreements and trust agreements, as well as legally drawn wills) in the disposition of their property as they endeavor to secure it to the cause of God.

S 45 10 Gift Annuity Agreements—1. *Approved Organizations*—General Conference, division, union and local conference/mission/field associations or corporations and legally organized institutions may enter into gift annuity agreements.

2. *Rate Schedules*—Gift annuity agreement rate schedules are provided by the division to officers of union and local conferences/missions/fields and institutions, and shall be strictly adhered to by all issuing organizations.

3. *Accounting*—Gift annuity agreements shall be accounted for by generally accepted accounting principles for such agreements as set forth in accepted fund accounting manuals. The organization shall maintain a fund balance for each annuity which shall be equal to the difference between the original annuity amount and any applicable liabilities for each annuity (e.g., net present value of future annuity payments, any liabilities to other

denominational organizations, and deferred income). Where the issuing organization is the intended donee, when annuity earnings exceed the required annual payments, and when the annuity fund balance of each annuity exceeds the above required amount, these excess earnings may be used by the issuing organization. In all cases fund balances shall not be less than required by applicable law. Where an organization (managing organization) manages/administers an annuity for the benefit of some other intended donee(s) (benefitting organization/s), excess earnings, which represent amounts held by the managing organization, in excess of the original amount of the annuity may be transferred to any benefitting organization/s on a pro rata basis. The provisions in this paragraph for the use of excess earnings from gift annuities do not apply to deferred payment gift annuities.

4. *Signatures*—The gift annuity agreements are made valid upon the signature of the duly elected officers of the organizations writing the agreements.

5. *National Laws*—Before local conferences/missions/fields write cash gift annuity agreements in excess of US\$100,000 or write annuities to be funded by assets other than cash, the local association personnel shall obtain counsel from the Union Trust Services director or union conference officers regarding applicable national laws and the capability of the local conference/mission/field to accept and administer the assets to be transferred.

S 45 15 Trust Agreements—In addition to outright gifts and the provisions made for gift annuity agreements, General Conference, division, union and local conference/mission/field associations or corporations and legally organized institutions are authorized to accept funds or property in trust, subject to the following conditions:

1. *Maximum Interest Rates*—The maximum specified rate payable to the trustor used in revocable trust agreements should not exceed the maximum interest paid by the union revolving fund serving that union territory. General Conference institutions shall use the rate paid within the union in which the institution is located. The net amount paid in irrevocable trust agreements shall not exceed what the corpus of the trust actually earns except as specifically provided for under the terms required by law in the writing of a unitrust, annuity trust, or charitable gift annuity.

2. *Approval of Agreements*—All agreements shall be specifically authorized by the board of trustees concerned; however, this does not preclude a board of trustees from designating one of its subcommittees to handle this matter on a continuing basis.

3. *Investments in Trusts*—An organization or institution acting as trustee shall not invest in any property accepted in trust, give any guarantee based on the security of the trust, or lend any funds to a trustor. Although it is not recommended as a routine procedure, under extenuating circumstances the organization or institution may, from its own funds, make loans or advances of

nominal amounts, fully secured by trust assets, which may be necessary to establish the trust or cover an emergency situation involving the trust assets. However, the organization or institution as trustee of an irrevocable trust may secure a loan from a third-party lender for purposes of the trust based on the security thereof.

4. *Legal Counsel*—Where trust agreements are entered into by union or local conference/mission/field corporations or institutions, such trust agreements are to be written only upon competent local legal counsel to make certain that they are in harmony with the statutes of the country in which executed.

5. *Denominational Benefit*—Organizations shall write trust agreements only when the denomination will benefit substantially at maturity from such agreements, with the nature of the assets, size of the estate, cost of servicing the trust, and other factors being considered in determining the feasibility of entering into such agreements.

S 45 20 Wills—While the writing of gift annuity agreements and trust agreements is encouraged, legally drawn wills should also be considered when making gifts to denominational organizations. As a general rule, the donor's attorney should draft such wills.

S 45 25 Recording Maturity of Deferred Giving Instruments—A record should be made in the legal corporation minutes of the maturity of all deferred giving instruments and the distribution made to beneficiaries.

S 45 30 Administrator, Trustee and Executor of Wills—Fees—A denominational employee who serves as administrator, trustee or executor of wills, as a result of denominational employment in any capacity, shall not retain fees received for this type of service for personal benefit. Upon completion of term of office or denominational employment, the responsibility as administrator, trustee or executor of wills shall pass to the successor.

S 45 35 Interorganizational Trust Services Guidelines—The following interorganizational Trust Services guidelines shall govern all organizations rendering Trust Services:

1. *Definition of Trust Services*—The definition of Trust Services shall include wills, trust agreements, charitable gift annuities, unitrusts, annuity trusts, life income agreements, and life care agreements.

2. *Local Conferences/Missions/Fields*—It is recognized that local conferences/missions/fields have the right to contact all persons in their territories.

3. *Referrals*—All referrals will be followed up in the regular contact procedures.

4. *Alumni*—Local conferences/missions/fields and institutions shall unite in contacting alumni of educational institutions, except where the person

involved does not wish this to be done or when there is a working arrangement between the conference/mission/field and the institution.

5. *Institutions*—Educational and other institutions may operate Trust Services programs under specific written agreements with union conferences/missions under whatever terms are approved by the controlling committees and boards.

6. *Promotional Materials*—Organizations have the privilege of sending promotional materials to the members in the territory they serve.

7. *Non-Seventh-day Adventists*—No restrictions to be placed on contacting non-Seventh-day Adventists; however, discretion should be used to avoid duplication of appeal by more than one denominational organization.

8. *Clarification of Membership Status*—When it is not known whether the persons are Seventh-day Adventists, the local conferences/missions/fields concerned are to be contacted to ascertain this information. If the person is found to be a church member, contact is to be made in association with the local conference/mission/field representative, provided this course is acceptable to the person involved.

9. *Approaches to Higher Organization*—If a church member contacts the General Conference, Southern Africa-Indian Ocean Division or a union conference/mission, the organization will call the attention of the member to the possibility of the local conference/mission/field handling the matter; however, if the person still desires that the General Conference, Southern Africa-Indian Ocean Division or union conference/mission serve as trustee, this will be respected.

10. *Church Members in Other Conferences/Missions/Fields*—Should a church member residing and holding membership in one local conference/mission/field desire to enter into an agreement with another conference/mission/field, the same provisions will apply as in the preceding paragraph.

11. *Cooperation*—Conferences/missions/fields and institutions shall cooperate in a spirit of good will and understanding.

12. *Alumni of Educational Institutions*—Educational institutions have the right to approach all their alumni directly relative to current giving.

S 50 Borrowing of Funds From Church Members

S 50 05 Borrowing of Funds From Church Members—1. *Approach Methods*—Denominational organizations shall not solicit loans from church members for any purpose except through denominationally recognized channels such as the Trust Services program and the Union Revolving Fund Plan.

2. *Interest Rate*—In unusual circumstances when funds are offered to an organization by a church member, the interest rate shall not exceed the rate paid on revocable trust agreements.

S 55 Accounting: A Brief Statement

The Southern Africa-Indian Ocean Division is committed to following generally accepted accounting principles in its several administrative organizations and institutions. Various denominational accounting manuals and an auditing manual may be referred to for detailed and specific accounting procedures.

It is the responsibility of the administrations of all subsidiary organizations to ensure that sound principles of internal control are applied in their respective organizations. These controls go beyond the care of cash receipts and disbursements, and include:

- Safeguarding of all assets, whether purchased or donated.
- Protection against improper incurrence of liabilities.
- Ensuring accuracy and completeness of financial data and resultant financial statements.
- Adherence to organizational policies.
- Evaluating operational efficiency.

All operating income, whether earned or donated, should be reflected in the Statement of Financial Activity. Receipts of a capital nature should be reflected in the non-operating section of the Statement of Financial Activity. Capital assets, whether purchased or donated, should be capitalized and depreciated on an annual basis, which charge should be included as an operating expense in the Statement of Financial Activity. Great care should be taken that all operating expenses are reflected in the Statement of Financial Activity, to ensure an accurate picture of the organization's operating costs for the accounting period.

Account queries and questions should be directed to the union and division Chief Financial Officers or auditors for clarification without delay, to ensure that accounting entries and financial statement presentation are always in accordance with denominational principles.

S 60 Safeguarding Denominational Funds

S 60 05 Precautions—1. *Selecting Employees*—The employment of honest, sincere Christian men and women is the best security that can be obtained in the safeguarding of funds. Only those shall be chosen for positions of trust and responsibility involving the handling of moneys and investments

who give evidence of a genuine Christian experience, and whose training or qualifications fit them for responsibilities of this kind.

2. *Christian Values*—Individuals authorized to invest funds for the Church must always be mindful of their stewardship responsibility. Under the guidance of the Holy Spirit they should strive with prudence and wisdom to have their actions reflect their Master both in style and substance. At the practical level this means direct investments will not be made in certain industries. It also means that principles of integrity and fairness will govern transactions with counter parties.

3. *Fidelity Bond*—It is recommended that denominational organizations protect church assets by utilizing a commercial blanket fidelity bond of adequate limits. Employees who have committed prior acts of theft or dishonesty are not covered by fidelity bonds. Where fidelity bonds are not available, provision shall be made to allocate funds to cover possible fidelity losses.

4. *Dealing with Offenders*—When an employee of a conference/mission/field or other organization takes a course in violation of the laws of the country and of the financial trust or responsibility reposed in him/her, church discipline shall be administered, and conference/mission/field officials shall cooperate in the proper punishment of such offenders.

5. *Safety-deposit Boxes*—When safety-deposit boxes are maintained for the safekeeping of documents and other valuables, two authorized persons shall be present to gain admittance to the safety-deposit boxes and their contents.

6. *Allocated Funds and Trust Funds*—The investment of allocated funds, trust funds, and irrevocable trustee funds that must be held in conferences/mission/fields, institutions, and other organizations shall be made only under the direction of controlling committees or boards; and these investments shall be disposed of by similar authorizations. A careful and complete record shall be kept of the purchase and sale of all investments.

7. *Campaign Expense of Evangelistic Teams*—a. The income and expense of evangelistic teams shall be audited regularly by responsible auditors. These audits should include the sale of materials at evangelistic meetings.

b. No special offering shall be taken at evangelistic meetings that directly benefit an employee, nor shall items, including recordings, be sold for personal gain at evangelistic meetings.

8. *Auditing of Financial Records*—In order to afford adequate security for denominational funds and to provide protection for those responsible for these funds, denominational organizations at all levels shall be audited, as provided in Section SA of the Southern Africa-Indian Ocean Division *Working Policy*.

9. *Depositing Funds*—Denominational funds shall be deposited only in banks and savings institutions approved by controlling boards and committees.

10. *Money and Security Insurance*—All employing organizations shall carry cash-in-transit insurance coverage for the protection of those who must physically carry cash between the office and the bank, etc.

11. *Investments*—All investments must be prudent and in harmony with the laws, rules and regulations of the jurisdictions in which the individual organization is located.

12. *Investment Policy*—An investment policy statement in a format understood by the money management industry and consistent with this *Working Policy* shall be prepared by each organization employing outside fund managers. A sample is available from the General Conference Investment Office.

S 60 10 Operating Deficits—1. When any organization shows in its monthly or yearly statements that it is not operating within its income, it is the responsibility of the committee or board that directs the organization to take immediate steps for correcting the situation. When such conditions exist, the higher organizations shall give counsel and guidance in resolving the difficulty. Should it be found impossible for such an organization to operate on a paying basis, study shall be given to its liquidation.

2. *Provision for Losses*—An organization having incurred an operating deficit and/or decrease in fund balance during the year, shall make provision for covering such losses in the preparation of the budgets for the ensuing years if the available working capital is less than 100 percent of the requirement and the liquid assets on hand are inadequate to cover current liabilities and allocated funds.

S 60 15 Debt Liquidation—Should indebtedness occur, the organization concerned shall be required to adopt a definite plan to liquidate the debt over a period of not more than three years. It is the plan that the funds required annually for debt liquidation shall be raised within the division and shall be made up from regular and/or special appropriations received and/or any other funds available at that time. At the annual meeting of the Division Committee union officers shall make reports of progress regarding debt liquidation.

S 60 20 Misappropriation of Funds—If an employee misappropriates the church's funds or a custodian of church money misappropriates or fails to comply with the established financial policies in reporting/remitting such funds, the following measures shall be taken:

1. The officers of the next higher organization shall investigate and determine the nature of the misappropriation, loss or reasons for non-compliance and thereupon recommend any of the following:

a. In the case of fraud, dishonesty and theft, the employee shall be summarily dismissed with the loss of benefits. The organization shall be at liberty to seek redress in accordance with the law of the land.

b. In the case of any negligent act or omissions resulting in the loss of church funds, the case shall be considered on its merits, which may result in either recovery of loss and/or dismissal.

c. In the case of incompetence, effort be made by the employing organization to assist such an employee in methods of self improvement for a period of six months. Should such incompetence continue, the employing organization should consider termination.

2. In all actions that may be taken regarding the discipline of employees, a spirit of redemptive love should prevail, and furthermore, whatever actions may need to be taken must comply with the labor laws of the country concerned.

S 60 25 Use of Church Funds—1. *Committee Action Required*—In the use of division, union conference/mission, conference/mission/field and local institution funds, no appropriation shall be made by the officers without direct and specific committee action. Neither the Division nor any of the organizations or institutions composing it shall be held financially responsible for any obligation which has not been assumed by action of the responsible committee.

2. *Diverting Funds*—Funds received by the Division shall be held for the work of the General Conference of Seventh-day Adventists, Southern Africa-Indian Ocean Division. It shall not be within the prerogative of the Division Executive Committee, the Treasury Department, nor any agent or agency of the Southern Africa-Indian Ocean Division to lend these funds to private individuals, to endorse notes, sign bonds or other securities, or in any way to divert the funds of the Division from their intended purpose.

3. *Loans to Employees*—Unions and local organizations do not lend money to employees, even on good security, as this may lead to embarrassment and misunderstanding. Such loans as are not previously recognized in this policy book shall be referred to the next higher organization for approval.

4. *Advances on Salaries*—Where it becomes necessary for an employee to have an advance on his/her salary, he/she shall not be permitted to draw beyond the equivalent of one month's salary. However, money drawn for traveling or other expenses not yet reported shall not be considered as an overdraft. Any exception to this rule shall be made only at the discretion of the appropriate executive committee and with the clear understanding that, in the unusual event of an employee's personal account being overdrawn for more than 300 percent of the applicable monthly wage, the overdraft shall be subject from that date to a 12 percent per annum interest rate, calculated monthly.

5. *Rent Funds*—a. All rent collected from denominationally owned houses shall be paid to the employing organization, and the fund thus created shall be used for the upkeep of existing houses and the provision of new ones.

b. The rent charged for furniture in denominationally owned houses shall be set aside as a special fund for the purchase of new furniture and repair of old furniture.

6. *Additional Signatories*—The Southern Africa-Indian Ocean Division Chief Financial Officers shall be designated as an additional signatory on all union bank accounts and on all bank accounts of division institutions. Union Chief Financial Officers shall be signatories on all conference/mission/field and union institution bank accounts.

7. *Appropriations from Operating Surplus*—No appropriations from operating surpluses may be made by any organization until the year-end committee.

8. *Capital and Cash Requirement*—The policy on working capital and cash (liquid working capital) percentages as outlined in General Conference Working Policy T 15 shall be strictly adhered to, and any allocated fund balance for which there is inadequate cash coverage shall be written back into unallocated fund balance with the approval of the committee.

9. *Inventories with No Commercial Value*—All inventories with no commercial value shall be written off over a maximum period of three years.

S 60 30 Investment of Funds—The investment of denominational funds, shall be limited to the following:

- General Conference Funds
- Commercial and General Banks
- Post Office Savings Bank Building Societies
- Government Securities
- Fixed Property (land and buildings)

It being understood, that working capital available for temporary investment shall not be invested in fixed property.

S 65 Solicitation of Funds

S 65 05 Denominational Funding—1. *Mission of the Church*—The Seventh-day Adventist Church has accepted the commission to “go into all the world and preach the gospel.” This has resulted in the development of a network of schools, hospitals, churches, clinics, mission stations, publishing houses, and other institutions, and the involvement of thousands of employees. In developing and maintaining this worldwide outreach, a philosophy of church funding has been adopted that not only provides for local needs, but also encourages support by strong churches and conferences for development in weaker areas.

2. *Funding Plans*—Stability for the work is assured by coordinating church giving into a regular offering pattern which guarantees continuing income to the various church operations around the world. Certain funds are

kept at the local church level, others are sent to the local conference/mission/field, and still others to the union, division or General Conference. For example, the regular Sabbath school mission offering provides funds for the regular operation of missions around the world; while the local expense offering is kept in the local church to provide for Sabbath School supplies. Although there are never enough funds to meet every need, the Church administration endeavors to provide balanced support for all the approved operations of the Church.

3. *Direct Solicitation*—Direct or indirect private solicitation of funds by employees serving outside their home divisions/unions/conferences/mission/fields is considered to be in violation of denominational policy and not in the best interests of the long term support and development of the Church.

S 65 10 Solicitation by Organizations—No conference/mission/field, church, institution, or self-supporting enterprise is to solicit funds from outside its own territory without written authorization from its conference/mission/field officers and of the conference/mission/field administration of the area in which the solicitation is to take place.

S 65 15 Solicitation by Individuals—No individual representing special interests in one part of the field is to solicit help for that work in any other part of the field or in any other conference/mission/field, without the written authorization from the conference/mission/field officers of the individual's own territory and of the area in which the solicitation is to take place.

S 65 20 Contributed Funds—All funds contributed by our members for any cause, including authorized special projects, in response to appeals, shall be passed through the regular channels of the Church. Donor designated funds shall be used in accordance with the wishes of the donor and not diverted to other causes. All funds contributed to the local church, including those to be passed through for designated special projects, shall be limited to donations to or for organizations of the Seventh-day Adventist Church as listed in the *Yearbook*, or their affiliates. This provision does not prohibit local churches from using donated funds for local church-sponsored mission projects which may use other organizations to fulfill the projects with the local church.

S 65 25 Unauthorized Presentations and Solicitations—1. *Use of the Pulpit*—Ministers and church officers should not grant the privilege of the pulpit to persons who have no written recommendation from the conference/mission/field.

2. *Literature*—Literature for solicitation purposes shall be provided only to responsible persons.

3. *Unauthorized Solicitation*—Conference/mission/field and church officers shall take such steps as may be necessary to prevent unauthorized or illegal public solicitation.

4. *Regular Channels*—All funds contributed by our people in response to appeals for any cause, including authorized special projects, shall be passed through the regular channels of the Church.

5. *Appropriation Adjustments*—The General Conference and/or divisions reserve the right to make adjustments in the appropriations of organizations that, without proper authorization, solicit funds in other territories.

S 65 30 Ingathering Methods—No campaign other than Ingathering shall be conducted for the solicitation of money by Ingathering methods, using Ingathering literature, and other Ingathering materials, for either home or foreign missions. Local conferences/missions/fields shall take such steps as may be necessary to prevent violation of this regulation.

S 70 Holding Properties

S 70 05 Property Ownership—Church properties and other assets shall be held in the name of an appropriate denominational corporate entity, not by individuals, trustees, or local congregations. Where this is not legally possible, divisions shall make alternative arrangements in consultation with the General Conference Office of General Counsel.

S 70 10 Property Valuations—All church properties and other properties owned by conference/mission/field associations that are not used for association operating purposes shall be listed in the association books of account at their cost, and a reserve shall be set up leaving a residual value of one unit of local currency net valuation on each property as listed; this policy to apply in overseas fields as conditions and legal requirements may permit.

S 70 15 Special Provision—In situations where it is not possible or feasible to register a property-holding organization in a country or where the expense of transferring properties would be prohibitive, properties may continue to be titled in the name of the General Conference Corporation of Seventh-day Adventists or other existing corporations. However, where possible the assets shall be recorded in the books of the division or the subsidiary organization in which the property is located.

S 75 Local Conference/Mission/Field Finance

1. Local church treasurers shall remit to their respective conference/mission/field treasurers/ chief financial officers all tithe and mission offerings not later than ten days after the close of each month.

2. Local conference/mission/field Chief Financial Officers shall close their books not later than 15 days after the close of each month.

3. Local conference/mission/field Chief Financial Officers shall remit to the respective union all funds received on their behalf not later than 17 days after the close of each month.

4. Union Conference/mission Chief Financial Officers shall remit to the Division all funds received on their behalf, not later than 20 days after the closing of the month.

5. Any funds received after the books have been closed for the quarter shall be included with the next quarter's receipts.

6. The whole of the regular Sabbath School offerings shall be paid to the Southern Africa-Indian Ocean Division through the union concerned.

7. All local conferences/mission/fields shall conduct their work on the budget plan.

8. Local conference/mission/field accounts shall be prepared in an acceptable statement form.

9. In the preparation of budgets by conferences, missions and fields, the plan of working only on safely-balanced budgets shall be followed.

10. Any capital funds received as government assistance in connection with our education program shall be used exclusively for capital projects or expenditure of a non-recurring nature, as approved by the relevant conference/mission/field executive committee in harmony with the guidelines established by the Division Executive Committee. On no account shall such funds be applied to the general operating of the college or school.

11. When the working capital or liquidity of an organization falls below 60 percent of the 100 percent requirement, the administration of that organization shall be reviewed by the next higher organization at its next full meeting of the executive committee, at which time appropriate corrective measures shall be taken to remedy the situation.

12. It shall be the responsibility of the General Conference Auditing Services to report to the controlling boards and higher organizations.

S 80 Insurance Policies

S 80 05 Insurance of Denominational Assets—In order to maximize protection for all church operations against risk of accidents, property, and liability losses, the following operating policies shall be followed:

1. *Property Protection*—The Chief Financial Officers and managers of denominational organizations, in cooperation with Adventist Risk Management, Incorporated, shall initiate measures to prevent losses and/or minimize the loss in the event of an occurrence, and shall be responsible for maintaining adequate insurance coverage of assets. Losses and accidents, including work-related injuries and illnesses, shall be reported on a timely

basis in harmony with denominational operating policies and local statutory requirements.

2. *Liability Limits*—The Southern Africa-Indian Ocean Division shall be responsible for maintaining US\$1,000,000 coverage for the liability risks, based on specifications established by Adventist Risk Management, Inc, with the General Conference purchasing a worldwide umbrella policy to insure for general liability (non-hospital) catastrophic losses.

3. *Acceptable Coverage*—Denominational assets shall be insured with companies with a minimum of A-grade rating in *Best's Key Insurance Rating Guide* or, in international locations, with an insurance company which is given a superior rating by a well-known insurance brokerage house approved by Adventist Risk Management, Inc, or with the church-owned insurance company. Reciprocal companies and assessable companies are not recommended. Funded self-insurance programs to cover expected losses are acceptable risk financing techniques. However, the expected loss projections should be based on an actuary study and should have excess insurance covering the catastrophic exposure.

4. *Insurance Register*— Chief Financial Officers and managers of denominational organizations shall be responsible for holding and maintaining a complete record of the insurance policies covering the buildings and other assets. The original copy of public liability insurance policies shall be retained as a permanent record.

a. This record shall include the name and description of the property, the amount of insurance carried, the name of the company with which it is insured, the expiration date of the insurance policy, and the policy number.

b. Negotiations for the renewal of insurance policies shall begin at least 120 days before the expiration date, to avoid unintentional lapse of coverage.

c. Coordination of insurance coverage among denominational entities is critical. Thus Adventist Risk Management, Inc, or an independent insurance consultant should be consulted in all insurance negotiations, including the development of funded self-insurance programs.

d. All affiliated and subsidiary organizations and institutions of the Seventh-day Adventist Church shall name the parent organization/s, up to and including the General Conference Corporation of Seventh-day Adventists, as an additional named insured on all liability insurance policies.

5. *Auditing*—It shall be the duty of the auditor to check and report to the governing board or committee as to whether the provisions of insurance coverages are reasonably adequate and in harmony with the *Working Policy* recommendations. When requested by the General Conference Auditing Service, Adventist Risk Management, Inc, shall assist as needed.

6. *Consultant*—Adventist Risk Management, Inc, shall serve as consultant to the General Conference, division, union, conference/mission/field, and

institutional Risk Management or Insurance Committees, including the Risk Management Committee and Trust Boards for Adventist health systems, and shall assist in the establishment of specifications for programs which may be available from the insurance and risk management industry.

S 80 10 Minimum Limits of Liability Insurance—Effective January 1, 1996, “Minimum Limits” shall be defined as no less than:

| | |
|---|--|
| General Liability/Hospital Professional Liability (primary) | —US\$1,000,000 per occurrence with a reasonable aggregate limit no less than US\$10,000,000 annual aggregate minimum |
| Commercial Auto Liability (Primary) | —US\$ 1,000,000 per occurrence |
| Garage Liability (Primary) | —US\$ 1,000,000 per occurrence |
| Excess Liability | —US\$ 9,000,000 per occurrence |
| Executive Risk: | |
| Directors and Officers Liability | —US\$ 25,000,000 per loss and annual aggregate |
| Fiduciary Liability | —US\$ 10,000,000 per loss and annual aggregate |
| Employee Dishonesty Coverage | —US\$ 3,000,000 per loss and annual aggregate |
| Miscellaneous Professional Liability | —US\$ 1,000,000 per loss and annual aggregate |
| Trustees Errors and Omissions Liability | —US\$ 1,000,000 per loss and US\$ 4,000,000 annual aggregate |
| Aircraft Liability* | —US\$ 50,000,000 per |

| | |
|------------------------------|--|
| | occurrence with no per passenger limit* |
| Non-owned Aircraft Liability | —US\$ 50,000,000 per occurrence with no per passenger limit* |
| Airport Liability | —US\$ 50,000,000 per occurrence* |

**(Including renter liability if applicable)*

Any requests for exceptions in limits for Hospital Professional Liability (HPL) or Aircraft Liability due to local circumstances must be made through the Division to the General Conference HPL/Aviation Liability Insurance Committee (as established by the General Conference Executive Committee) for approval.

S 80 15 Property Insurance—1. *Replacement Values*—Adequate insurance shall be carried on all denominational properties for perils of fire and extended coverage, or multi-peril coverage, where applicable, it being recommended that the coverage be on the basis of replacement values on buildings and actual cash value on contents. All buildings shall be covered from commencement of construction.

2. *Survey of Buildings*—The Chief Financial Officers of the division, unions, local conferences/missions/fields and institutions shall survey the buildings in their respective territories, including the contents of such buildings, to determine the insurable value of all property.

3. *Appraisal*—The Chief Financial Officers of the division, unions, local conferences/missions/fields, and institutions are responsible to make sure that church-owned buildings are insured to value.

S 80 20 Crime Insurance—It is recommended that unions, local conferences/missions/fields, institutions, churches and schools, protect their properties and moneys from the perils of theft, burglary, and robbery.

S 80 25 Boiler Insurance—It is recommended that organizations operating either low or high-pressure vessels or boilers, water heaters, central air conditioning, commercial freezers, or refrigeration units obtain adequate coverage in the form of special boiler insurance.

S 80 30 Public Liability Insurance—There is a definite trend toward abolishing charitable immunity, both on the part of courts and legislative bodies, with the result that charitable organizations are being held liable for accidents and injuries of every description. Since it cannot be predicted when a

court of law may render a decision reversing specific legislation granting charitable immunity, the following is recommended:

1. *Properties and Operations*—Liability protection shall be secured on all denominational properties and operations, with sufficient limits to protect the assets of each respective organization. Coverage should be written on a blanket basis whenever possible with all property titled in the name of each respective organization holding title, such as the local conference/mission/field corporation or association.

2. *Volunteers*—It is recommended that liability coverage be extended to cover volunteers but only respecting particular projects and adhering to specific guidelines as follows:

a. The project must be pre-approved by the conference/mission/field or organizational administrative committee.

b. The project and its nature must be reported to the Adventist Risk Management, Inc, well in advance in order to arrange for proper extension of coverage.

c. The premium for coverage must be guaranteed by the Division.

3. *Motor Vehicles*—Liability protection shall be secured on all denominationally owned as well as privately owned vehicles used in behalf of the employing organization, with adequate limits of bodily injury and property-damage liability. All vehicles owned by each organization should nevertheless be included in one policy, with an automatic fleet endorsement or equivalent attached. In case of secondary schools, all vehicles shall be registered in the name of the conference/mission/field and included in the blanket policy for the conference/mission/field.

S 80 35 Aircraft Insurance—Organizations authorizing or permitting the operation of an aircraft, whether denominationally owned or non-owned, shall be responsible for obtaining adequate insurance to cover potential legal liability, the aircraft, the pilot, and passengers.

S 80 40 Airport Insurance—Organizations owning, leasing or operating airports or airstrips shall be responsible for obtaining adequate limits of insurance to cover the denomination's potential legal liability.

S 80 45 Employees' Compensation Insurance—1. *Support of Injured Employee*—The financial responsibility for the support of injured or incapacitated individuals and their families may unnecessarily become a drain on the financial resources of a denominational organization.

2. *Approved Coverage*—Denominational organizations are encouraged to secure Employers' Liability Insurance and Employees' Compensation Insurance or its equivalent on all denominational employees including interdivision employees, literature evangelists, and volunteer missionaries. Where Employees' Compensation Insurance for employees is not required by law, coverage may be purchased on a voluntary basis and may include

volunteer missionaries as well. In some jurisdictions, volunteer missionaries cannot be included in the Employees' Compensation Insurance Policy. In that instance, coverage may be obtained from Adventist Risk Management, Inc, under an accidental death and medical indemnity policy.

3. *Interdivision Employees*—Denominational organizations hiring inter-division employees shall be responsible for providing employees' compensation benefits equal to those in the country of origin of the interdivision employee.

4. *Catastrophic Risks*—Since the cost of Employees' Compensation Insurance varies with the insured's accident and loss experience, management should avoid potential catastrophes which may arise from a concentration of large numbers of employees while traveling in buses, trains, motor vehicles, and aircraft.

S 80 50 Fire Protection in Denominational Buildings—Fire safety is dependent on a balanced combination of good building construction, proper attention against specific hazards, approved fire detection systems, adequate fire-extinguishing facilities, and a well-organized fire-prevention and evacuation procedure. Preventing loss of life or personal injury by fire is the first objective of all fire-protection programs. The following standards are among those which shall be applied:

1. *New Construction*—a. In the construction of new buildings, a definite effort shall be made to meet the requirements of fire-resistant construction.

b. All plans drawn for any denominational building shall be in accordance with national building and safety codes. In the event of a conflict between national and local codes, the more stringent one shall be applied. A statement to the effect that the blueprints conform to these codes shall be included in the specifications for the building which shall be submitted to the Southern Africa-Indian Ocean Division Building Plans Committee for approval before any construction commences.

c. The use of wood frame and/or combustible materials should not be considered in the construction of more than one story, unless completely protected by an automatic sprinkler system, including adequate pressure and water supply. Single or double family dwellings, small service buildings, and farm buildings are excluded from this requirement.

2. *Dormitories and Other Sleeping Quarters*—a. All dormitories shall have approved interior fire alarm systems.

b. Dormitories not of fire resistant construction shall be completely equipped with an approved sprinkler system.

c. All sleeping areas not located on ground level shall have a minimum of two well-separated exit stairs leading to the ground level.

S 80 55 Hospital Professional Practice and Safety Committee—It is the responsibility of the Division's health director or person appointed by the

Division to coordinate malpractice and related loss control procedures in medical institutions of the Division. This shall include the following activities:

1. The establishment of a hospital professional practice and safety committee in each entity with authority to recommend changes to the administration that are malpractice, loss control, or safety related. This committee shall meet on a regular basis. Copies of the minutes shall be sent to the division health director or person appointed by the division and Adventist Risk Management, Inc. The terms of reference shall include:

a. Timely reporting of incidents and review of all medical incident reports.

b. Recommendation of peer review procedures of medical professionals relating to specialty and licencing.

c. Establishment of a monitoring system for medical equipment and physical plant.

d. Review of procedures as recommended by the division health director or person appointed by the division.

e. Report to the institution's executive committee on all significant incidents and claims.

f. Encouragement of in-house educational programs that emphasize safe medical procedures, plant safety, and proper maintenance of equipment.

2. Significant incidents and claims shall be reviewed by the hospital executive committee.

S 80 60 Accidental Death and Dismemberment Insurance (AD & D)—

1. *Regular Employees*—All regular employees within the Southern Africa-Indian Ocean Division, including literature evangelists with credentials and licences shall be provided with accidental death and dismemberment insurance with US\$5,000 minimum. The premium shall be paid by the employing organization. Each union committee shall determine higher limits for employees who travel extensively.

2. *Family Coverage*—Employees who choose to cover their family with AD&D insurance or desire to increase the limit provided by the employing organization may do so at their own expense.

3. *Pathfinders*—Unions/Conferences/Missions/Fields/Local Churches shall protect all Pathfinder or AY Clubs with Pathfinder Accident and Health Coverage with a minimum of US\$1,000 Medical Coverage and US\$5,000 AD&D. The union/conference/mission/field/local church shall be responsible for the cost of the coverage.

4. *Church Group Activities*—Any group of church members engaged in activities duly authorized by the church board shall be protected by an AD&D coverage as well as medical coverage during the period of the activities. The conference/mission/field/local church shall be responsible for the cost of the coverage.

5. All the above insurance coverage may be obtained from Adventist Risk Management, Inc, through the regular denominational channels.

S 80 65 Survivor Benefit Plan—Regular full-time employees within Southern Africa-Indian Ocean Division may be covered for Survivors Benefit insurance by Adventist Risk Management, Inc, for US\$5,000 minimum at the employer’s cost. This provides benefits to the surviving dependents of an employee who dies from any cause. Any employing organization may provide this coverage in addition to, or in lieu of, AD & D coverage.

S 80 70 Personal Effects Floater Coverage (PEF)—Employees may choose to protect their personal effects while traveling, under Personal Effects Floater Coverage (PEF). For employees who travel extensively within and outside their territories, the employing organization may pay up to the total premium.

S 85 Recording of Contingent Liabilities

S 85 05 Contingent Liabilities—1. *Definition*—Contingent liabilities are liabilities which, although not representing an immediate specific claim against the assets of the organization, do represent a commitment to assume such a liability if necessary.

2. *Recording*—A total of all contingent liabilities shall be shown in an appropriate footnote on the balance sheet of the organization, and a supporting schedule shall be presented listing complete detail of all such contingent liabilities, showing maker, amount due, interest rate and date due.

S 90 Depreciation

S 90 05 Depreciation Expense—1. *Operating Expense*—All conferences/missions/fields and institutions are to include depreciation on buildings and equipment in their annual statements as an operating cost, the same to be credited to an allowance for depreciation account. Depreciation shall be funded.

2. *Use of Depreciation Funds*—This accumulated funded depreciation is to be used for the erection of new buildings and meeting replacement expenses, such as renewing roofs, re-flooring of rooms, etc., and for meeting the expense of replacement of furniture and equipment.

3. *Rate*—An exhibit showing the use that has been made of depreciation funds shall be included in the operating statements.

The following are suggested rates for building depreciation:

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| Well-constructed brick, stone, or reinforced cement buildings | 75 yr. life—1 ^{1/3} % of cost |
| Brick-veneer or thin wall | |

| | |
|---|--|
| cement building | 50 yr. life—2% of cost |
| Frame stucco buildings on good foundations | 40 yr. life—2 ^{1/2} % of cost |
| All other buildings | 20-35 yr. life—3-5% of cost |

S 95 Purchase/Sale of Fixed/Movable Property

When a denominational asset, be it fixed or movable, is sold to denominational employees, or when denominational employees negotiate such assets for sale to the denomination, at least two independent assessors’ estimates on the value of each asset shall be obtained, and the selling or buying price, as the case may be, shall be established mid-way between the two estimates. In the case of property (land and buildings) the above buying or selling price will be reduced by the estate agent’s commission which would normally apply on the sale price.

S 100 Investment of Church Funds

S 100 05 Safeguarding Denominational Funds—Introduction—In order that assets for investment might be prudently managed the following principles and policies have been adopted for the Seventh-day Adventist Church.

S 100 10 Philosophy—Committees and individuals authorized to invest funds for the denomination must always be mindful of their stewardship responsibility. Under the guidance of the Holy Spirit, they should strive with prudence and wisdom to reflect the Master both in style and substance. At the practical level, this means direct investments will not be made in certain industries which are not in keeping with Seventh-day Adventist values. It also means that principles of integrity and fairness will govern all transactions with counter parties.

S 100 15 Principles—1. Controlling committees, defined as any group with the authority to give direction and control execution of instructions, must act as prudent investors would be expected to act, with discretion and intelligence, to seek reasonable income, preserve principal, and to avoid speculative investments. To the extent reasonably possible and efficient, the operational role should be separated from the oversight role for investment management.

2. All investments must be prudent and in harmony with the laws, rules, and regulations of the jurisdiction in which the organization is located.

3. A return correlates strongly with risk, but tolerance for risk varies greatly with the purpose of the funds for investment and the relevant circumstances of the organization. Levels of risk and return must be

determined for all asset pools. Acceptable risk and return levels are guided by the purpose or objective of the funds. The management of the tradeoff between risk and return is the committee's central task.

4. Specific investments or techniques are not by themselves prudent or imprudent. The choices of techniques or investments to include in a portfolio are determined by the level of risk for a specific security and its anticipated effect on the portfolio.

5. Controlling committees shall diversify the portfolios of intermediate and long-term assets for investment. All intermediate-term (S 100 40) and long-term (S 100 45) portfolios should be well diversified to avoid undue exposure to any single economic sector, industry group, or individual security. Pooled investment vehicles are the recommended method for facilitating diversification.

6. When pooled funds are offered, interest and values must be established in such a manner that all investors are treated fairly based on length of time investments were held.

7. Within the values of the denomination, controlling committees shall invest and manage each pool of assets for investment solely in the interest of achieving the purposes for which each of the individual pools of assets were established.

8. In investing and managing assets, a controlling committee must limit costs to those that are appropriate and reasonable in relation to the size of the asset pools, the purpose of the asset pool, and the skill of the controlling committee.

S 100 20 Policies—1. Investments in any company should not exceed 4.9 percent of the outstanding ownership of the entity.

2. At no time shall a controlling committee allow more than 5 percent of the assets under its management, based on market value, to be invested in the securities of any one issuer other than government debt.

3. At no time shall a controlling committee allow more than 15 percent of the assets under management, based on market value, to be invested in any one industry. Industries are defined as sub-groupings within macro-economic sectors (e.g. Sector = Technology, Industry = Hardware).

4. Retention of external managers or the construction of portfolios through the purchase of individual securities or vehicles should only be considered when the assets for investment are large enough to allow for appropriate diversification and to justify the fees associated with management of the fund and custody of the securities. Normally asset pools of less than US\$2,000,000 would not qualify. For asset pools greater than US\$2,000,000, a committee must evaluate available options with a view to minimizing management costs.

5. Use of Brokers

a. *Criteria for Selection*—In placing portfolio transaction orders on behalf of the Fund, the manager (internal or external, anyone with authority to approve the purchase or sale of securities) shall obtain execution of orders through well capitalized, qualified broker-dealers. Managers may not trade with affiliated brokerages.

b. *Costs*—All transactions must be executed at the optimum commission rates and spreads, taking into consideration the efficiency of execution of the transaction. All costs must be fully disclosed including direct commissions, reductions in yield, placement fees, management fees, administrative or any other benefits the brokers may receive as compensation. The committee should keep in mind that these types of costs are traditionally negotiated and the committee has the responsibility to negotiate the most favorable rates. Seeking prices from multiple vendors is strongly suggested.

c. *Reporting*—At least annually, the committee shall review a report detailing all commissions paid, including bid/ask spreads and new issue allocations by the Fund. Additionally, the report shall detail the benefits, if any, received in exchange for the commission dollars generated at each broker/dealer.

6. Controlling committees shall complete an asset allocation study in consultation with non-conflicted, qualified professionals for asset pools for investment prior to investing any assets.

7. Common and convertible preferred stocks should be of good quality and listed on a major exchange or traded in the over-the-counter market with the requirement that such stocks have adequate market liquidity relative to the size of the asset pool.

8. For each asset pool, an Investment Policy Statement in a format understood by the money management industry and consistent with this General Conference *Working Policy* shall be approved by each controlling committee whether employing external managers or managing funds internally.

9. Convertible bonds, convertible into common stock, Real Estate Investment Trusts (REITs), and preferred stock are considered equity securities and thus are prohibited from being purchased as fixed income securities.

10. All members of controlling committees must have a current, signed conflict of interest statement on file.

11. Self custody of securities is not allowed. Controlling committees must select a recognized custodian to hold securities, to settle brokerage transactions, and to provide monthly detail of such transactions.

12. Controlling committees which determine investment policy or make investment decisions shall retain professional investment advisors whose

compensation is not commission but fee based. All investment advisors must be registered as investment advisors with appropriate regulatory authorities.

13. Controlling committees shall require qualified legal review of account opening documents, management contracts, and powers of attorney.

14. Controlling committees are required to retain all records pertaining to transfers of assets, account documents, contracts, and statements.

15. When restricted or illiquid securities or real estate are acquired through donation or the maturity of a trust are held until a prudent investor would liquidate such securities, they shall not constitute a violation of S 100.

16. Divisions and General Conference to Establish Investment Policy

a. *Rationale*—Wide variations in national markets, laws, regulations, securities, and levels of investment expertise make it impractical to establish a single detailed set of investment policies beyond a set of general principles and policies.

b. *Divisions*—Each division is encouraged, subject to General Conference Administrative Committee approval, to develop an investment policy in harmony with the provisions of this policy which contains principles, guidelines, and processes appropriate to its territory to govern the investment practices of its organizations and institutions.

c. *General Conference Institutions*—The General Conference Administrative Committee, at its discretion, may allow a General Conference institution's board of directors to develop and administer its own investment policies, in harmony with the provisions of this policy, and should contain principles, guidelines, and processes appropriate to the institution. When granting such authority, the General Conference Administrative Committee shall consider:

1) Size of the institution's investment pool.

2) Level of investment expertise of the institutional board or executive committee.

3) Level of long-term institutional resources committed to supporting the administration and staffing of an investment office with individuals competent to implement the institution's investment policy.

d. Divisions choosing not to develop an investment policy for the division and its affiliated organizations, and General Conference institutions that are not approved to develop and administer their own investment policy, shall be limited to investments in the General Conference Unitized Funds and/or those investments covered in S 100 35.

Notwithstanding, the requirements of S 100 50 exceptions requests to limitations of S 100 20, paragraph 3., may be addressed in writing to the secretary of the General Conference Investment Committee, who, in consultation with the officers of the General Conference, requesting division, or General Conference institution shall recommend for action to the General

Conference Administrative Committee whether the General Conference Executive Committee, division executive committee, or General Conference institution’s board should be authorized to determine the acceptability of the exception request.

S 100 25 General Conference Unitized Funds—1. The General Conference Investment Office serves the world field through a family of General Conference Unitized Funds that are designed to pool Church funds for investment such that maximum economies of scale are achieved for the Church and its mission. This family of General Conference Unitized Funds makes possible complex asset allocations and sophisticated portfolio construction with high levels of risk management through diversification of managers, management style and investment instruments that have been screened for the values of the Church. As a part of the management service of the investment office, accounting, custody, performance appraisal, and auditing costs are included.

2. New funds may be created from time to time by the General Investment Committee and approved by the General Conference Corporation. The following General Conference Unitized Funds are available:

- a. General Conference Money Fund
- b. General Conference Capital Preservation Fund
- c. General Conference Euro Bond Fund
- d. General Conference Bond Fund
- e. General Conference Income Fund
- f. General Conference U.S. Large Capitalization Equity Fund
- g. General Conference U.S. Small Capitalization Equity Fund
- h. General Conference International Equity Fund
- i. General Conference Emerging Markets Equity Fund
- j. General Conference Micro Capitalization/Private Equity Fund (closed to new investors)

Each General Conference Unitized Fund, except the General Conference Money Fund and Capital Preservation Fund, offers monthly liquidity to all participants. The Micro Capitalization Fund is closed to new investors.

3. The portfolios of the General Conference Unitized Funds are composed of domestic and international equity, fixed income, and cash equivalent securities. Within this framework, the investment objectives of each General Conference Unitized Fund are as follows:

| Fund Name | Primary Objective | Secondary Objective |
|-------------------------------|-------------------------|---------------------|
| General Conference Money Fund | Current Income | Stable Daily NAV |
| Capital Preservation Fund | Preservation of Capital | Current Income |

| | | |
|---|-------------------|----------------------------------|
| Euro Bond Fund | Income | Preservation of Capital |
| Bond Fund | Income | Preservation of Capital |
| Income Fund | Income | Preservation of Purchasing Power |
| US Large Capital Equity Fund | Growth of Capital | Preservation of Purchasing Power |
| US Small Capital Equity Fund | Aggressive Growth | Growth of Capital |
| International Equity Fund | Growth of Capital | Preservation of Purchasing Power |
| Emerging Markets Equity Fund | Aggressive Growth | Growth of Capital |
| Micro Capitalization Fund/ Private Equity Fund | Aggressive Growth | Growth of Capital |

S 100 30 Classes of Funds—Assets or investment at all organizational levels must be divided into three classes:

1. *Short-Term Funds*—Those funds not needed to cover immediate expenses but that may be needed during the next twelve months to support operating activities or projects that are anticipated to commence during that period. Short-term funds are to be invested to maximize current income with an emphasis on security of principle and liquidity.

2. *Intermediate-Term Funds*—Those funds that support operating activities and projects that are not anticipated to commence within the next twelve months. They typically would include excess operating capital, funds held for building and other projects not expected to be needed during the next twelve months. Intermediate-term funds are to be invested with the goal of obtaining a positive annual return but even more importantly, over the investment time horizon of forty-eight months, to protect against loss of principle. In order to accomplish this, there is a willingness to sacrifice some positive returns to protect principle. It is the objective that asset growth should exceed the rate of inflation over the investment time horizon in order to preserve purchasing power of the invested assets.

3. *Long-Term Funds*—Those assets that are committed for retirement benefits, endowment, quasi endowments, or other long-term needs where fluctuations in market value are acceptable to achieve greater anticipated long-term returns. It is recognized that in some years, fluctuations in market values may result in negative rates of return. Long-term funds are invested with the objective that the market value of the investments should grow in the long run and earn rates of return in excess of the general market indices.

S 100 35 Investment of Short-Term Funds—1. All short-term securities purchased must have adequate market liquidity and should not represent a significant exposure relative to the size of the controlling committee’s short-term portfolio and assets must be rated A-1, P-1 or equivalent except those issued by a sovereign government, or an agency thereof guaranteed by that government.

2. All denominational organizations, institutions, and services are authorized to invest short-term funds (current account items such as working capital and trust funds) in the following investment categories, maturing within twelve months:

- a. Banker’s acceptances created in international trade
- b. Commercial paper
- c. Certificates of deposit of insured institutions, up to insured limit
- d. Securities issued by one of the G-7 national governments, their agencies and local government bodies, or government obligations denominated in the local currency of the investing organization with approval by the division concerned
- e. Corporate securities, which satisfy all of the limitations stated above, with less than one year to maturity
- f. Capital Preservation or General Conference Unitized Money Fund or other money market funds with assets in excess US\$250,000,000
- g. Union revolving funds
- h. Registered, open-end (mutual) funds which do not have 12b-1 fees or their equivalent and comply with all provisions of S 100 15. That generally holds securities that mature in 12 or less months
- i. Exchange Traded Funds (ETFs) that generally holds securities that mature in 12 or less months

S 100 40 Investment of Intermediate-Term Funds—1. All provisions as provided in S 100 35

2. Marketable bonds must be rated “investment grade” or better by Standard and Poor’s (BBB- or higher) and Moody’s (Baa3 or higher) or one of their subsidiaries. If Moody’s or S&P or their subsidiaries do not rate a security, then the Fitch (BBB- or higher) or one of its subsidiaries rating will be used. For split rated securities, the lowest rating will apply.

3. Intermediate-term issues that are permitted include only those with up to four years average life unless matched for specific liability dates.

4. Intermediate-Term investments include:
- a. Securities that have an average life of less than forty-eight months
 - b. General Conference Unitized Bond and Income Funds
 - c. Special temporary employee loans. (These interest-bearing loans are given under special conditions such as in connection with a move. The

controlling committee, board, or properly appointed subcommittee must give approval for each loan with the details on file with the minutes.)

d. Division/Union deposit funds

e. Registered, open-end (mutual) funds which do not have 12b-1 fees or their equivalent and comply with all provisions of S 100 15

f. Exchange Traded Funds (ETFs)

S 100 45 Investment of Long-Term Funds—1. All provisions as provided in S 100 35 and S 100 40.

2. Long-Term investments include:

a. Equity Investments:

1) Common stocks, American Depository Receipts (ADRs) of foreign companies, and ordinary shares of non-U.S. securities or warrants thereon, listed on recognized exchanges.

2) Preferred stocks rated investment grade

3) Convertible and reverse convertible securities including debentures rated investment grade.

4) Sales and repurchase of covered calls listed on a recognized exchange.

5) Registered, open-end (mutual) funds which do not have 12b-1 fees or their equivalent and comply with all provisions of S 100 15.

6) Exchange Traded Funds (ETFs)

7) Well-capitalized, non-speculative Real Estate Investment Trusts (REITs) listed on a recognized exchange.

8) Intra-denominational loans adequately secured by recorded mortgage, deeds of trust, chattel mortgages on equipment, or guaranteed by the next higher organization, and interest-bearing with a repayment schedule.

a) In addition to the terms of 8) above for organizations within the loaning entity's territory but not under its jurisdiction, either a guarantee or a "no objection" must be obtained from the controlling committee of the borrower's parent organization.

b) In addition to the terms of 8) above for organizations outside the loaning entity's territory either a guarantee or a "no objection" must be obtained from the borrowing division or controlling organization in whose territory the borrowing organization is located.

9) All equity focused General Conference Unitized Funds

b. Fixed Income:

1) G-7 Government, their agencies, and Municipal Securities

2) Corporate notes and bonds maturing within thirty years

3) Mortgage and other asset backed securities maturing within thirty years with the following exceptions:

a) Subordinated debt is prohibited

b) All collateralized obligations must be rated AA or better

c) Interest Only (IOs), Principal Only (POs), Inverse floaters and all other leveraged tranches are prohibited

4) Syndicated real estate mortgages limited to 80 percent of the fair market value of the collateral.

5) Private debt placements secured by an irrevocable letter of credit issued by institutions rated A-1 or P-1 or its equivalent

6) First mortgages on an employee primary residence with up to 90 percent loan to value and repayment through a payroll deduction

7) General Conference Bond and Income Unitized Funds and Income Unitized Funds or an income fund with a thirty-six month average life

S 100 50 Special Consideration Securities—1. With General Conference Executive Committee approval, or as otherwise provided in S 100 20, paragraph 16. d., the following may be permissible for organizations administering large investment pools (normally not less than US\$10,000,000) and with professional management staff:

a. Real Estate—Syndicated with institutional investors and representing no more than 25 percent interest in the property (ies) or if single property principally owned, investment shall require professional consultation and management advice and prior approval by the controlling committees at all levels below the General Conference Executive Committee.

b. High yield bonds

c. Partnerships investing in equity securities which are managed defensively such as hedge equity.

d. Mortgage- or asset-backed securities when managed by a professional manager

e. Derivative contracts may be used to reduce or manage the risk exposure of a portfolio when used in combination with the other portfolio holdings and within the context of the manager’s overall strategy.

1) Contracts can be used in lieu of cash market transactions only when fully documented and when their valuation, execution and/or cost provide relative advantages.

2) Adequate liquidity for contract margin requirements must always be coordinated within the overall manager’s strategy.

3) Asset sales for cash must be accomplished in an orderly way.

4) The manager may utilize derivatives contracts to replicate the risk/return profile of an asset or combination of assets provided that the guidelines allow such exposures with the underlying assets themselves. Derivatives may not be used to produce exposure to an asset, asset class, index, interest rates, or other financial variable that would not otherwise be allowed in the portfolio guidelines were derivatives contracts not allowed.

5) At no time shall the portfolio, in aggregate, be more than 100 percent invested.

f. Private equity

S 100 55 Miscellaneous—1. Interpretation regarding investment vehicles not named in this policy shall be submitted in writing through the Secretary of the General Conference Investment Committee for interpretation by the Investment Committee of applicability of the specific investment vehicle within the framework of this policy.

2. It is recognized that where the Church operates a Trust Services function, national trust legislation contains certain regulations and that such regulations supersede the provisions of the S 100 policy.

S 110 Southern Africa-Indian Ocean Core Policies for Policy Compliance Testing ^{(a)(b)}

The Southern Africa-Indian Ocean Executive Committee has identified core policies to be tested during the financial audit or review engagement for each denominational organization within its territory. In identifying these core policies, a materiality threshold was defined for each core policy which determines the level of reporting for any noted non-compliance; and a related assertion statement was developed for each core policy which together shall be signed and submitted by the principal officers of each denominational organization before the commencement of the audit engagement.

| | Summary of Policy | Materiality ^(c) | Assertion ^(d) |
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| General | | | |
| 1 | Policies on financial control | | |
| | A. Financial reports provided on a regular basis: Administration – minimum of 9 per year and Committee – minimum of 4 per year | 100% compliance | Management has prepared and studied nine of the twelve monthly financial statements and provided at least four statements throughout the year to the organization’s governing body, which compared them with the annual budget. |
| | B. Budget plan approved by | Approved = Yes/No | Management has prepared an annual |

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| | committee. (S 05 20) | | budget which was approved by the controlling committee. |
| | C. If, at the close of the financial year, the organization recorded an operating loss, recovery shall be provided for in subsequent budgets, if working capital is less than 100 percent and if liquid assets are less than current liabilities and allocated funds. (S 20 05, paragraph 4.) | Provided – Yes/No working capital allowed to drop to 75 percent before reported in Policy Compliance Report. | When working capital was less than the recommended amount and liquid assets on hand were inadequate to cover current liabilities and allocated funds, management included a recovery plan when preparing the ensuing years’ budgets. |
| 2. | Financial Audit Committee appointed by the controlling committee composed of a minimum of three members from the controlling committee who are not employees to submit recommendations to the controlling committee (SA 15) | Appropriate Composition = Yes/No | The controlling committee has appointed a financial audit review committee composed of three or more members from the membership of the controlling committee who are not employees of the organization being audited and they have submitted recommendations to the controlling committee. |
| 3. | Funds borrowed from church members. (S 50 05) | Other than the Trust Services Program and Union Revolving Fund Plan, was borrowing from members more than 5 | The organization has not solicited loans from any church members, except through denominationally |

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| | | percent of liquid assets? | recognized channels such as Trust Services and revolving funds. |
| 4. | All board members and employees designated by policy shall sign statements of acceptance of the conflict of interest policy. (E 85 20) | All = 90 percent of individuals (must include 100 percent of officers plus any others specially specified by organization's board) | The chief administrator has received a statement of acceptance and compliance with the policy on conflict of interest from each of the individuals designated by policy. |
| 5. | Working capital shall be at least the recommended amount. (T 15 05) | Working capital amount is recommendation only, therefore would never be in Policy Compliance Report. | The organization has the recommended amount of working capital. |
| 6. | Contributions to denominational Retirement Plan(s) shall comply with applicable division policy. (Z 10 20 and applicable division policies) | Compliance = 100 percent of required contributions in period when due. | The organization has made all required contributions to the applicable retirement plans in accordance with <i>Working Policy</i> . |
| 7. | The provisions of insurance coverage shall be in harmony with <i>Working Policy</i> . (S 80 05) | All = at least 95 percent of the properties covered, and at least the minimum levels of liability coverage. | The organization has purchased property, liability, and other applicable insurance coverage that is in harmony with S 80 05. |
| 8. | Formation of new legal corporations shall be approved by the respective division or GC committee. (BA 25 10) | Approved = Yes/No | The organization obtained approval from the respective higher organization to form a new legal corporation. |

| Securities & Investments | | | |
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| 9. | Investments (in all Funds, for the type of entity) shall comply with policy. | | Divisions that adopt their own investment policies in accordance with S 100 should replace steps 8A through 8H with their own policies. |
| | A. Intermediate and long-term investments shall not exceed 4.9 percent of the outstanding ownership of any entity which it is invested in. (S 100 20) | Less than 5.4 percent of the outstanding ownership of any one issuer. | The organization does not own more than 4.9 percent of the total equity of any other entity. |
| | B. Controlling committee shall not allow more than 5 percent of the assets under its management, based on market value, to be invested in the securities of any one issuer, other than government debt. (S 100 20) | Less than 5.5 percent of the total assets under management | Other than government debt, the organization has not invested more than 5 percent of its total assets in the securities of any one issuer. |
| | C. Controlling committee shall not allow more than 15 percent of assets under management, based on market value, to be invested in any one industry. (S 100 20) | Less than 16.5 percent of assets under management invested in one industry | The organization has not invested more than 15 percent of assets under management in any one industry. |
| | D. Asset pools shall be large enough to justify management | Asset pools greater than US\$2,000,000, Yes/No | The investment committee has evaluated available |

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| | <p>costs paid for the retention of external managers or the purchase of individual securities. (S 100 20)</p> | | <p>options with a view to minimizing management costs.</p> |
| | <p>E. Controlling committee shall complete an asset allocation study, approve an investment policy statement, and based on these divide all assets for investment into three classes. (S 100 20 and S 100 30)</p> | <p>Compliance = Yes/No</p> | <p>The controlling committee has completed an asset allocation study, approved an investment policy statement, and based on these divided all assets for investment into three classes.</p> |
| | <p>F. All short-term securities purchased shall have adequate market liquidity and shall be rated A-1, P-1 or equivalent except those issued by a sovereign government. (S 100 35)</p> | <p>All = 95 percent of all short-term securities</p> | <p>The organization’s investments in short-term securities have adequate market liquidity and do not represent a significant exposure relative to the organization’s short-term portfolio and are rated A-1, P-1 or equivalent</p> |
| | <p>G. Investment of intermediate-term funds shall be rated “investment grade” or better by Standard and Poor’s (BBB-or higher) and Moody’s (Baa3 or higher). Securities have an average life of less than forty-eight months. (S 100 40)</p> | <p>All = 95 percent of all intermediate-term securities including special temporary employee loans</p> | <p>The organization has invested in intermediate-term funds that are rated “investment grade” or better by Standard and Poor’s (BBB- or higher) or Moody’s (Baa3 or higher) or one of their subsidiaries. Securities have</p> |

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| | | | average life of less than forty-eight months. |
| | H. Investment in long-term funds include approved equity investments listed on recognized exchanges and also shall meet all the provisions provided in S 45 35 and S 45 40. Intradominational loans shall be adequately secured. (S 100 45) | All = 95 percent of total long-term funds | The organization has invested in approved equities listed on recognized exchanges. For intradenominational loans, the organization has obtained a “no objection” from the controlling committee of the parent organization. Mortgages are adequately secured and syndicated; real estate mortgages have been limited to 80 percent of the fair market value of the collateral. |
| | I. Investments in other vehicles (“special consideration securities”) requires appropriate approval. (S 100 50) | Approval = Yes/No | The organization has obtained appropriate approval before investing in securities in the “special consideration” category. |
| Split-interest Agreements | | | |
| 10. | Local conferences/missions/fields considering gift annuities in excess of \$100,000 or non-cash annuities, shall counsel with union prior to writing agreements. (S 45 | All = 95 percent of the value of cash and non-cash gift annuities | The organization counseled with union prior to accepting and administering gift annuities in excess of US\$100,000 or non-cash annuities. All gift annuities |

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| | 10) | | have been accepted and administered in accordance with local laws. |
| 11. | Annuity rates shall be in accordance with policy. (S 45 10) | All = 95 percent of annuities are in accordance with GC/division provided rate schedules | The organization has adhered to applicable GC/division provided rate schedules for gift annuity agreements. |
| 12. | All trust agreements shall be authorized by board or appropriate committee, written upon competent local legal counsel, and the denomination will benefit substantially from the trust agreements. (S 45 15) | All = 95 percent of agreements and the related monetary amounts were authorized, written upon counsel, and benefited the denomination. Yes/No | Trust agreements were all authorized by the board or an appropriate subcommittee, were written upon competent local legal counsel, and substantially benefited denominational organizations. |
| 13. | Each organization shall record in the legal corporation minutes the maturity of all deferred gift instruments and the distribution made to beneficiaries. (S 45 25) | All = 95 percent of agreements and related monetary amounts. Yes/No | The organization has recorded the maturities of all deferred giving instruments and the distributions made to beneficiaries in the legal corporation's minutes |
| 14. | No denominational employee, serving as administrator, trustee or executor of wills shall receive any fees for his/her personal benefit. (S 45 30) | Fees received for personal benefit? Yes/No | No denominational employee, acting as administrator, trustee or executor of wills has received any fees for his/her personal benefit for rendering this service |

| Debt, Other Liabilities, and Contingencies | | | |
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| 15. | Accounting for gift annuities shall comply with policy and be in harmony with GAAP. (S 45 10) | All = at least 95 percent of gift annuities and related monetary amounts are accounted for in accordance with GAAP. | The organization has accounted for all gift annuities in accordance with generally accepted accounting principles. (GAAP) |
| 16. | As far as possible, financial activities should be conducted without the use of borrowing. When borrowing is used it must comply with the policy which includes the following limitations: | | |
| | A. Borrowing for capital projects must comply with the policy specifying maximum percentage of borrowing on any project and cash requirements before commencement. (S 14 05, paragraph 5.) | All = At least 95 percent of costs for enlargement of facilities without debt, except as provided by policy and properly authorized | Management approved the enlargement of facilities with funding provided out of organization's own funds or with debt that is in accordance with policy and properly authorized. |
| | B. Denominational organizations shall not borrow money for reinvestment (S 14 05, paragraph 2.) | Borrowed money to reinvest? Yes/No | The organization did not borrow any money for reinvestment or to lend to individuals. |
| | C. No organization shall borrow money to re-lend except through a denominational revolving fund or similar method | Borrowed money to re-lend? Yes/No | The organization did not borrow money to re-lend except through the denominational revolving fund. |

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| | approved by the division executive committee. (S 14 05, paragraph 3.) | | |
| Revenue | | | |
| 17. | Proper tithe percentages shall be remitted by the divisions to the GC. (V 10 05, paragraph 4.) | All = at least 100 percent of the amount each division's appropriate tithe percentages to the GC on behalf of the world field | The division has remitted all required tithe percentages to the GC. |
| 18. | Tithe funds shall be used only for their intended purposes (V 15 15) | All = 100 percent of all tithe funds used | The organization used all tithe funds in accordance with policy. |
| 19. | Capital expenditures for land, buildings, and other facilities shall not be funded out of tithe, except the purchases of evangelistic equipment. (V 15 25) | Yes/No | Except the purchase of evangelistic equipment, the organization did not use tithe funds to finance capital expenditure activities. |
| 20. | Mission offerings shall be passed on to the General Conference and shall be distributed appropriately per policy. (W 05 05) | All = 100 percent of GC-designated world mission funds | All world mission funds recognized as General Conference funds have been received, recorded, and appropriately distributed in accordance with policy. |
| Payroll | | | |
| 21. | For all employees: | | |
| | A. Pay rate shall be within applicable range in remuneration scale. | All = 100 percent of all employees ^(c) | Employees have been remunerated in accordance with applicable ranges in |

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| | (Y 05) | | remuneration scale. |
| | B. Service record shall be maintained, updated, and signed. (E 70 20) | All = 90 percent of all employees | The organization has maintained and updated service records in computerized format. A responsible official has signed the official copy of the computerized form. |
| 22. | Vacations, holidays, and sick time practices shall comply with policy. (E 75) | All = 100 percent of officers, 90 percent of non-officer employees | The organization has complied with the policies on vacation, holiday, and sick time for each employee. |
| 23. | Employee reimbursements for auto use, per diem, and other travel related expenses shall comply with policy. (Y 10 05) | All = 100 percent of officers, 90 percent of non-officer employees | The organization paid auto allowance, per diem, and other travel related expenses in accordance with policy. |
| 24. | Health care assistance shall comply with policy. (Y 30) | All = 100 percent of officers, 90 percent of non-officer employees | The organization provided health care assistance to employees and their other eligible dependents in accordance with policy. |
| 25. | Scholarship grants to dependents of employees shall comply with policy. (Y 35) | All = 100 percent of officers, 90 percent of non-officer employees | The organization provided tuition assistance to the dependents of eligible employees in accordance with policy. |
| 26. | The financial particulars of all settlements paid to | All = 100 percent of sample tested, complied with policy | The organization has recorded in the official office copy |

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| | <p>discontinued employees shall be recorded in the official office copy of the appropriate committee minutes and on their service record. (E 70 30, paragraph 4.)</p> | | <p>of the appropriate committee minutes and on the service record an appropriate action relating to the discontinuance of service and the particulars of any financial settlement made.</p> |
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Notes:

(a) These policies relate to General Conference *Working Policy*. Each division should prepare a similar document, referencing its core policies, which should include at least the core policies listed above. Each division may add core policies to this list, where desired for their territory.

(b) Auditors are to test for compliance with these core policies on every *financial audit or review* engagement. When additions are made to core policies at an Annual Council, they become effective on January 1 of the following year and auditors will test for compliance after the conclusion of that year. If auditors become aware of non-compliance with other policies that appear to be significant or pervasive in their district or territory, they will report such non-compliance in general terms in communications with either the respective division or the General Conference, but not in communications with the audit client.

(c) Materiality is to be used by the auditor to determine how to communicate noted non-compliance. If the non-compliance exceeds the materiality, it will be noted in the Policy Compliance Report. If non-compliance is below the materiality, it will be noted in the Audit Communication Letter.

(d) The assertions should be provided by management to the auditor at the same time as the Audit Engagement Letter is submitted.

(e) Except transitional employees, if approved by administrative committee or human resources committee.

AUDITING POLICIES

SA 05 Auditors and Auditing

SA 05 05 General Conference Auditing Service—1. *Responsibility*—The General Conference Auditing Service is charged with the responsibility for:

- a. Providing a worldwide auditing service for the Seventh-day Adventist Church;
- b. Monitoring the audit program for denominational organizations in its client base (see SA 05 25);
- c. Recommending to the General Conference Executive Committee or division executive committee standards and/or guidelines for the endorsement and selection of external auditors (see SA 05 30); and
- d. Reporting annually to the General Conference Executive Committee, through the General Conference Auditing Service Board, on the overall audit program in the Church and trends/issues that appear in the global picture of financial and policy administration; and
- e. Reporting annually to the executive committees of divisions and unions on the overall audit program in their respective territories and the trends/issues that pertain to financial and policy administration.

2. *Purpose*—The purpose of the General Conference Auditing Service is to conduct structurally independent financial audits (or financial reviews where authorized), reviews of trust operations, and compliance (policy, contractual, and regulatory, as applicable) tests of the highest quality, in a cost-effective manner, for denominational organizations. The objective is to provide administrators and governing boards within the scope of the audit an assurance on financial and non-financial information and its compliance with applicable professional standards, denominational policy and external regulations.

3. *Mandate*—a. The General Conference Auditing Service and external auditors engaged by a denominational entity shall comply with professional auditing standards in the audit of denominational organizations throughout the world.

b. The General Conference Auditing Service shall function with professional independence and comply with the highest professional and ethical standards. The General Conference Auditing Service does not offer its services to the general public as a firm in public practice. Not being in public practice should not be adjudged to be an impairment of independence in fact (recognizing that there may always be an inherent lack of “appearance” of independence). The professional relationship between the General Conference Auditing Service and denominational organizations shall be the same as if it were in public practice.

4. *Enablement*—a. To enable the General Conference Auditing Service to fulfill its responsibility, achieve its purpose, and comply with its mandate, all General Conference Auditing Service personnel shall be responsible to the director of the General Conference Auditing Service through the area associate or assistant directors.

b. Auditors are authorized to conduct unannounced audits. The governing authority (constituency, board, executive committee) in the case of union or local conferences, unions of churches, and incorporated institutions may request or require unannounced audits. In the case of union missions, local missions, and their unincorporated institutions, an unannounced audit may be authorized by the administration of the next higher organization.

SA 05 10 Generally Accepted Auditing Standards—1. *International Standards*—Statements on auditing standards published in various countries differ in form and content, and govern, to a greater or lesser degree, the practices followed in the auditing of financial information. To enhance the degree of uniformity of auditing practices throughout the world, the international accounting fraternity has developed International Standards on Auditing. To achieve standardization of auditing procedures within the worldwide Seventh-day Adventist Church, the General Conference Auditing Service shall adopt an audit methodology, which shall, at a minimum, comply with International Standards on Auditing.

2. *Country-Specific Standards*—International Standards on Auditing shall not override the country-specific regulations governing the audits of denominational entities in a particular country. To the extent that International Standards on Auditing conform to local regulations, audits in those countries in accordance with local regulations shall automatically comply with the International Standards on Auditing.

3. *Independence*—a. The General Conference Auditing Service shall maintain an impartial attitude and be, appear to be, and strive to be recognized to be free of any interest or bias, which might be regarded as being incompatible with integrity and objectivity.

b. General Conference Auditing Service personnel shall avoid potential and actual conflict of interest situations to ensure the impartiality necessary for the dependability of their findings.

c. All audits and related professional services required by denominational organizations shall be performed by the General Conference Auditing Service and/or by an external auditor selected from a roster of auditors endorsed by the General Conference Executive Committee in the case of audits for divisions or General Conference institutions or field units directly attached to the General Conference or, in the case of audits for entities within a division, endorsed by the division executive committee.

d. General Conference Auditing Service or external audit personnel shall not be members of any denominational administrative or governing committee and/or board, other than the director of the General Conference Auditing Service who shall be the secretary of the General Conference Auditing Service Board. It is recommended that General Conference Auditing Service personnel be invited to meet with the various officer groups and committees for counsel relative to their professional duties. However, in no instance shall auditors have administrative authority to direct or compel administrative action of any nature.

e. Administrators of denominational entities shall not attempt to compromise the independence of General Conference Auditing Service personnel through either influence or pressure.

4. *Competence*—a. To ensure that audits of denominational organizations are performed by persons having adequate technical training and proficiency as auditors, the General Conference Auditing Service shall employ professionals who have, either through formal education or experience, attained the highest professional status possible.

b. The General Conference Auditing Service shall establish guidelines and requirements for continuing professional education commensurate with the requirements of national professional accounting bodies. The objective is to ensure a continuing awareness of developments including relevant international and national pronouncements on accounting and auditing matters, and regulations and statutory requirements.

5. *Quality Control*—a. To comply with national professional standards and to maintain uniform auditing standards around the world, the General Conference Auditing Service shall establish quality control policies and procedures to provide it with reasonable assurance of conforming with generally accepted auditing standards in its engagements.

b. The director shall report to the General Conference Auditing Service Board regarding the results of quality control reviews.

SA 05 15 Definition of an Audit, Financial Review, and Compilation—As used in this section:

1. A financial audit is the examination by an auditor, in accordance with professional auditing standards, of the assertions of management as embodied in its financial statements, to enable the auditor either to express or to disclaim an opinion on the fairness with which the financial statements present the entity's financial position, results of operations, and cash flows in accordance with the appropriate financial reporting framework in each country.

2. A financial review consists primarily of inquiries addressed to management and of analytical procedures applied to the financial data by the auditor to provide a reasonable basis for expressing limited assurance that there are no material modifications needed for the financial statements to be in

conformity with the appropriate financial reporting framework in each country. Financial reviews, where authorized (see SA 20), shall be conducted in accordance with industry standards, for example, the “International Standards on Review Engagements” (ISRE’s), and “International Standards on Related Services” (ISRS’s). The auditor’s report in the case of a financial review is, at best, a statement of negative assurances.

3. A compilation is the presentation of financial information, as asserted by management, without any inquiry process to provide a level of assurance regarding the accuracy of information. Compilations are not acceptable substitutes for audits or financial reviews in denominational entities.

4. Special investigations are not considered to be financial audits. Requests for such services, if and when submitted to the director of the General Conference Auditing Service, shall be considered on a case-by-case basis, depending on the availability of personnel or other relevant factors. The costs involved in such investigations shall be borne by the organization requesting the service, unless otherwise approved by the organization funding the audit.

SA 05 16 Reviews of Trust Operations—A review of trust operations consists of an evaluation of an organization’s compliance with trust accreditation standards and other fiduciary practices for the administration of the assets for which the organization has responsibility as a trustee, personal representative, attorney-in-fact, or in some other fiduciary capacity, and is also designed to make recommendations that will assist in the safeguarding against loss from unauthorized use or disposition and that will assist in ensuring that transactions are executed in accordance with appropriate authorizations and in conformity with the governing instruments, and are recorded properly to permit the preparation of the required financial, tax, and other reports.

SA 05 17 Compliance Testing—1. A compliance test is the examination by an auditor of evidence to determine compliance with General Conference Working Policy, division working policy, and other denominational policies, if any, applicable to the client. The General Conference Executive Committee shall identify core policies to be tested, establish guidelines for evaluating materiality thresholds, define agreed upon procedures, and recommend the manner of reporting noncompliance with General Conference policies. Division executive committees shall do likewise for any additional policies established by the division. An entity’s governing committee or board may require that other policies, in addition to the core policies, shall be included in the compliance tests. Added costs associated with testing of any policies, in addition to core policies, shall be the responsibility of the entity that determined the additional policies to be tested or by pre-arrangement with other entities that may be involved in bearing such costs. Compliance testing of core policies and other policies relating to a financial audit may be

conducted by either the General Conference Auditing Service or by an external auditor. Compliance tests can be done in one of the following ways:

a. By examining evidence for compliance with the core policies encountered in the course of the financial audit. The auditor will give negative assurance (no non-compliance with policy came to the attention of the auditor), issue a qualified report, or state that it is not possible to report, on the organization's compliance with policy. In addition, the principal officers shall be required to submit an assertion of compliance with the core policies. Such declaration shall be in the manner prescribed by the General Conference Executive Committee or as enhanced by additional clauses as determined by the organization's governing authority; or

b. By performing agreed-upon procedures on all the core policies. An organization whose governing board/committee wishes to have agreed upon procedures applied to only selected items on the list of core policies shall still be reviewed under the negative assurance provisions of paragraph a. above. The auditor will report on the findings from applying the prescribed procedures, and where applicable, a report under paragraph a. above.

c. By performing an examination engagement in accordance with generally accepted attestation standards on, at a minimum, the core policies designated by the General Conference Executive Committee from time to time. Every governing committee/board may add to the core policies to meet specific circumstances and situations. An organization whose governing board/committee wishes to have examination engagement procedures applied to only selected items on the list of core policies shall still be reviewed under the negative assurance provisions of paragraph a. above. The auditor will provide an opinion on the organization's compliance with the core policies under consideration, and where applicable, a report under paragraph a. above.

d. By performing, as per prior arrangement with the governing committee or board, a combination of the three levels described above.

2. The governing committee/board of each organization wishing to select options b., c., or d., above must do so prior to the commencement of the financial audit otherwise option a. will apply. The responsibility for additional costs relative to option b., c., or d., are to be determined at the time the option is selected.

3. In the case of contractual agreements and regulatory requirements, the examination for compliance should include review of specific agreements and/or requirements, to enable the auditor to report on compliance with the prescribed requirements and standards.

SA 05 20 Management's Responsibility—1. While the auditor is responsible for forming and expressing an opinion on the financial statements of an organization, the responsibility for the preparation of those financial statements is that of the organization's management. Management's

responsibilities include the maintenance of adequate accounting records and internal controls, the selection and application of appropriate accounting policies, and the safeguarding of the assets of the entity. The audit of the financial statements does not relieve management of its responsibilities.

2. Management shall allow the auditor/auditing team personnel complete access to all employees, accounting and corporate records, agreements, contracts, minutes, service records, and other related documents, deemed necessary by the auditor for the performance of an audit, review of trust operations, or policy compliance test. Even though an external audit may have been completed, management shall also allow the General Conference Auditing Service similar access when the General Conference Auditing Service is responding to a request of the unit's constituency or of the board/executive committee of the next higher organization.

SA 05 25 Assignment—Client Base—The General Conference Auditing Service shall be the Seventh-day Adventist Church's preferred provider of auditing or financial review services. The client base includes all denominational organizations such as General Conference institutions, world divisions and their institutions, unions/unions of churches and their institutions, local conferences/missions and their educational institutions at the secondary level or higher, and Adventist Development and Relief Agency country offices and projects not audited by external auditors. The General Conference Auditing Service shall not be responsible for the audit or financial review of entities, regardless of type, that are controlled/directed/managed by either a single local congregation or a number of local congregations. The client base and any exclusions are identified in consultation with the General Conference and division administrations and voted upon by the General Conference Executive Committee. Any type of organization not described above requires a specific voted action of the General Conference Executive Committee to be included in the client base. The financial arrangements related to providing services to the client base will be agreed upon between the General Conference and division administrations.

SA 05 27 Responsibility for Audits of Local Conference Institutions and Local Churches—Unless specifically included in the General Conference Auditing Service client base (see SA 05 25), financial audits or reviews of local conference institutions, local churches, and other enterprises operated by one or more churches, shall be conducted annually by competent individuals engaged by the local conference/mission/field. The report should be provided to the officers of the entity being audited/reviewed with copies to the officers of the local conference/ mission/field. In situations where it is not feasible to perform these services on an annual basis, other arrangements may be put in place so that on a regular cycle as determined by the division, not to exceed a two- year period, an audit/financial review will be done. For the years that the

conference/mission/field is not able to provide an audit/financial review, arrangements may be made for qualified individuals to provide an interim financial review.

1. *Annual Report*—The conference/mission/field employee who audits/reviews financial records of local conference institutions, local churches, and other enterprises operated by one or more churches shall report to the audit committee of the conference/mission/field indicating which organizations have been audited/reviewed during the year, or during the regularly scheduled period as determined by the division in harmony with this policy. This report shall be in writing and shall include the date and place of each audit/financial review.

2. *Audit Frequency*—Audits, or financial reviews when authorized in the case of specifically designated entities (see SA 20), shall normally be conducted annually. Even when audits, or financial reviews when authorized, are not performed annually, all years since the last audit or financial review shall be included in the next audit or financial review. Division executive committees may approve a longer interval between audits or financial reviews for some organizations or institutions within its territory or may delegate this authority to the next higher organization of the entity being audited or reviewed.

3. *New Organizations*—It shall be the responsibility of the authorizing higher organization to inform the General Conference Auditing Service through standard denominational channels whenever a new entity, which corresponds to the types of entities included in the client base, is organized or created. The Adventist Development and Relief Agency shall advise the General Conference Auditing Service as soon as a new country office is organized or created and when a proposal for a project has been approved by an aid organization that does not require the use of an external auditor.

4. *General Conference Audit*—The financial records of the General Conference shall be audited by a certified public accounting firm, engaged for this purpose by the General Conference Executive Committee. The audit shall be conducted, and the audit reports signed by employees of the certified public accounting firm. The General Conference Auditing Service shall assist with the audit.

SA 05 30 Use of Accountants in Public Practice—Although the General Conference Auditing Service is the denomination's preferred provider of auditing or financial review services, there may be occasions where, due to circumstances or legal requirements, it is preferable to engage the services of an external auditor. A division, or the General Conference Executive Committee in the case of General Conference institutions, divisions or other entities attached to the General Conference, shall identify circumstances and outline a process under which an organization may choose an external auditor.

In such situations an auditor shall be engaged for a specific period from a list of external auditors endorsed by the General Conference Executive Committee in the case of General Conference institutions, divisions or other entities attached to the General Conference, or in case of audits or financial reviews for entities within a division, endorsed by the division executive committee. Where an organization has the audit or financial review performed by an external auditor, the cost of these services shall be borne by the entity being audited unless other prior arrangements have been approved by organization(s) sharing the cost. (In the case of audits where the General Conference is requested to share in the costs, approval must be obtained from the General Conference Administrative Committee.)

SA 05 35 Auditor's Reports—1. *Types of Reports*—a. The auditor's written expression of an opinion on financial information may be unqualified, qualified, adverse, or a disclaimer of opinion, based on the conclusions drawn from the audit evidence obtained.

b. The auditor shall be required to report on the entity's compliance with

1) General Conference Working Policy and other applicable denominational working policies as they relate to financial matters and specific policies required to be tested in terms of these policies, and

2) Contractual agreements and regulatory requirements, when applicable, based on the audit of the financial statements. Instances of noncompliance with the General Conference Working Policy, division working policy, and other applicable denominational working policies and contractual agreements and regulatory requirements shall be enumerated in the relevant report.

c. The auditor shall also communicate matters required by professional auditing standards in an audit communication letter (formerly known as the "management letter").

d. When the condition of an organization's accounting records does not allow the performance of an audit in accordance with professional auditing standards, the auditor shall inform the organization's controlling board or executive committee and the officers of higher organizations of this condition in writing.

e. At the conclusion of a review of trust operations, a report shall be prepared which shall provide findings related to compliance with trust accreditation standards and other fiduciary practices and will provide related recommendations that will assist in the safeguarding of assets against loss from unauthorized use or disposition and will assist in ensuring that transactions are executed in accordance with appropriate authorizations and in conformity with the governing instruments, and are recorded properly to permit the preparation of the required financial, tax, and other reports.

2. *Distribution of Reports*—a. The auditor’s opinion, reports on compliance, and the audited or reviewed annual financial statements shall be forwarded by the auditor, along with the audit communication letter, to the officers of the organization being served and the chair of its audit committee.

b. Every division/attached union shall determine the time periods, which shall not exceed the maximum periods stipulated below, within which the organizations in its territory shall respond to the auditor’s audit communication letter. If such a determination is not made, the following shall apply:

1) Each organization shall have a maximum of 60 days from the date the audit communication letter is received by the officers of the entity, or have a maximum of 30 days after the next meeting of the controlling board or executive committee, whichever is earlier, to submit to the auditor a response to the audit communication letter. The treasurer/ chief financial officer of the organization being audited or reviewed shall be responsible for the organization’s response to the audit communication letter and its recommendations. The reports and management’s response should be shared with the audit committee before its presentation to the controlling board or executive committee.

2) The auditor shall be invited to present the auditor’s opinion, the report on policy compliance, the audited/reviewed financial statements, and the audit communication letter to the audit committee of the entity concerned (see S 34 05).

3) At the close of the applicable time period, the auditor shall send sufficient copies of the auditor’s opinion, the reports on compliance, the audited or reviewed financial statements, the audit communication letter, and management’s response to the audit communication letter, to the treasurer/ chief financial officer for the members of the controlling board or executive committee of the organization being audited or reviewed. The treasurer/ chief financial officer is responsible for distributing the reports received at the next scheduled meeting or by any other appropriate means of distributions. The treasurer/ chief financial officer shall assist in the presentation of the Audit Committee’s report to the controlling board or executive committee (see S 34 05).

4) The auditor shall also distribute the same information

- a) To the appropriate officers of the higher organizations and, as required, to the appropriate Financial Statement Review Committee,
- b) To the General Conference Auditing Service, and
- c) The auditor’s opinion, reports on compliance, and the audited financial statements to the General Conference Office of Archives and Statistics.

c. The auditor’s report resulting from a review of trust

operations shall be distributed to the controlling board or executive committee, to the officers, and Planned Giving and Trust Services Director of the organization being evaluated. Copies shall also be provided to the officers and Planned Giving and Trust Services Director of the higher organizations and to the trust services accreditation committee of the appropriate division.

SA 05 40 Division Audit Affairs Committee—1. *Function*—The Southern Africa-Indian Ocean Division and its unions/attached associations shall appoint an Audit Affairs Committee to consider issues of a non-professional, administrative, and operational nature relative to the service provided to its territory by the General Conference Auditing Service. Such issues could include:

- a. Providing office space and required equipment.
- b. Scheduling of field audits.
- c. Monitoring of management response deadlines.
- d. Reviewing timeliness of audits and reports.
- e. Evaluating and recommending local personnel concerns.

The director of the General Conference Auditing Service shall consult with division audit affairs committees, or with those who have been delegated by a division to handle such matters, regarding the employment of staff and assistant staff auditors, and the engagement of external auditors when required. Unresolved issues of an administrative nature shall be submitted by audit affairs committees to the General Conference Auditing Service Board. Matters of a professional nature (for example, audit procedures, appropriate reporting, and professional personnel concerns, etc.) shall be communicated to the director of the General Conference Auditing Service.

2. *Composition*—The Audit Affairs Committee shall consist of at least seven members comprising the senior officers of the division, the relevant General Conference Auditing Service associate or assistant director, and at least three persons from the membership of the respective division executive committee. Consideration shall be given to including lay representation on this committee.

SA 05 45 General Conference Auditing Service Organizational Structure—1. *Personnel*—a. The General Conference Auditing Service personnel shall consist of a director, associate directors, assistant directors, regional managers, audit specialists, audit managers, audit seniors, audit staff, coordinators, and interns.

b. Official action concerning the employment and termination of General Conference Auditing Service personnel shall be taken by the General Conference Auditing Service Board for those elected and appointed; and authorized by its Human Resources Committee for all remaining personnel. The General Conference Human Resource Services shall exercise its authorized function in the employment, termination, and maintenance of

documentation for employees who are remunerated directly by the headquarters office of the General Conference. The Human Resource office in each division will act upon the authorization of the General Conference Auditing Service Human Resource Committee in matters relating to General Conference Auditing Service personnel.

c. General Conference Auditing Service personnel shall be remunerated in accordance with the policies applicable to the area in which the auditor resides. (See Y 05 05, paragraph 4.)

2. *Offices*—The headquarters office of the General Conference Auditing Service shall be situated in Silver Spring, Maryland, United States of America. In addition to the headquarters office, the General Conference Auditing Service Board, upon recommendation of the director of the General Conference Auditing Service, shall establish such area and regional offices throughout the world as may be necessary to facilitate the work of the General Conference Auditing Service Area offices. Area offices shall be under the direction of associate directors and regional offices shall be under the direction of regional managers.

3. *Adequate Staff of Auditors*—An adequate staff of auditors shall be employed to assure annual audits of the entities forming the client base, as well as such interim audits and other assistance as circumstances may dictate. As part of the annual budgeting process of the General Conference, the General Conference Auditing Service Director shall inform the General Conference Undertreasurer regarding budget requests from the General Conference Auditing Service. The Strategic Planning and Budgeting Committee, prior to recommending a budget, shall be notified of any unfunded requests from the General Conference Auditing Service. The General Conference Auditing Service Director shall inform the General Conference Auditing Service Board regarding the adequacy of financial provisions and staffing for the services required.

SA 05 50 General Conference Auditing Service Budget—The budget of the General Conference Auditing Service shall be a part of the General Conference budget.

**SA 10 Audit/Financial Review of Financial
Records of Local Churches and Small Organizations
[Repealed Annual Council 2011]**

**SA 15 Financial Audit Review Committee
[Repealed Annual Council 2011]**

SA 20 Authorization for Financial Reviews or Special Engagements

SA 20 05 Authorization for Financial Reviews or Special Engagements—When, in the judgment of a division’s officers, circumstances indicate that a financial review would be a sufficient and appropriate level of service to be performed by the General Conference Auditing Service or exceptional circumstances indicate the need for a special engagement to be designed and performed by the General Conference Auditing Service, the officers may file a request with the General Conference President for such arrangements to be made. The General Conference officers (President, Secretary, and Treasurer/ Chief Financial Officer), after consultation with the director of the General Conference Auditing Service and the chair of the General Conference Auditing Service Board, may recommend that the General Conference Administrative Committee authorize arrangements for a financial review or special engagement instead of the standard financial audit ordinarily performed by General Conference Auditing Service. The General Conference Administrative Committee may grant such authorization for up to two years at a time and will indicate how the costs for these services will be covered. The General Conference Executive Committee and the General Conference Auditing Service Board shall be notified regarding in any General Conference Administrative Committee-approved arrangements for financial reviews or special engagements in the place of standard financial audits.

**DIVISION
FINANCIAL POLICIES**

T 05 Financial Support

T 05 05 Unity—The Division Executive Committee shall encourage the concept of the unity of the Church whereby members in all parts of the world participate in the maintenance and extension of the world work.

T 05 10 Self-support—The goal of total financial self-support shall continually be kept before all entities in the division, emphasizing the importance of steady growth, and pointing out that they cannot expect to depend permanently on increasing appropriations from the Division and General Conference, but that the organizations should be able to release to the Division, in ever increasing amounts, the funds they themselves needed in the earlier stages of their development. Each union/mission/field which has not yet attained self-support shall, in cooperation with its division/union committee, establish a plan and a specific date for achieving financial self-support. An annual review shall be made by the division officers and a report submitted to the General Conference.

T 05 15 Determining Self-support—An organization is considered to be self-supporting when it has sufficient earned operating income (not including donations and appropriations) to cover its operating expenses (including the difference between the appropriations paid to lower organizations and the appropriations received from the higher organization if the amount paid to lower organizations is more than what is received from the higher organization). The formula for calculating the self-support percentage is:

Earned operating income (not including donations and appropriations) divided by operating expense (including operating appropriations paid in excess of appropriations received) multiplied by 100.

T 05 20 Tithes and Offerings—1. *Tithe*—Frequent appeals shall be made by division and union leaders, conference/mission/field presidents, church pastors and elders, and others on whom responsibility is placed, that all believers be faithful in returning God’s tithe, which will provide sufficient income from the churches to cover the budget requirements of the various conferences/missions/fields and help in sustaining the church’s activities in all lands.

2. *Offerings*—In addition to the tithe, freewill offerings are essential in order to provide equitable support for each organizational level of the church’s world work. Such offerings should be systematic, in order to:

a. Nurture the sense of responsibility each mature church member should feel for the church’s work as a whole.

b. Permit the church member to receive the blessing that regular and planned giving brings to the giver.

c. Ensure a steady flow of funds for all aspects of a balanced program.

3. *Giving Guide*—For systematic giving, a second 10 percent of income in addition to tithe is suggested as the goal for individual giving, in order to provide for local church needs, conference needs, and the worldwide needs of the Church.

4. *Areas of Need*—The church does not tell members how much to give or how to divide their freewill offerings among the various needs of the work. Under the guidance of the Holy Spirit, it is the individual member's duty to prayerfully and intelligently make this decision. In order that each member may be aware of the realities of financing the Lord's cause, the following areas of need and giving are listed:

Sabbath School Mission Offerings

GC/Division/Union Offerings

Local Conference/Mission/Field Development Funds

Local Church Funds

5. *Mission Offerings*—Sabbath School mission offerings include the regular weekly Sabbath School offering, Thirteenth Sabbath offering and Birthday-Thank offering. Besides these regular and systematic offerings, Investment is promoted to supply additional mission funds.

6. *World Offerings*—General Conference offerings include the regular worldwide offerings, such as Disaster and Famine Relief, World Mission, Annual Sacrifice, Adventist World Radio, and such other offerings as are emphasized worldwide by the General Conference.

7. *Conference Development*—Local conference/mission/field development funds are given and used for such needs as youth camps, secondary school expansion, camp meeting facilities, and other local conference/mission/field endeavors which require additional funds of a non-tithe nature.

8. *Church Funds*—Local church funds include offerings for church and Sabbath School expense, all other departmental expenses, church school subsidy, worthy student funds, gift witnessing literature, the building fund, local evangelistic outreach, and all other local church needs. The specific items included, the percent of income needed, and the allocation of funds are decided by appropriate local church committees, the church board, and finally the church in a business meeting.

9. *General Conference Funds*—All Sabbath School and other world mission offerings belong to the General Conference for use in funding the worldwide mission program and should not be retained to cover local operating expenses.

[For further information regarding the alternative Combined Offering Plan refer to SID Working Policy W 30.]

T 05 25 Institutions—The goal of every management board shall be to place publishing houses, hospitals, and other institutions on a self-supporting financial basis, in order that more funds may be released for the extension of the message into unentered territories, so that an increasing proportion of the funds appropriated by the General Conference may be used for extending the work into new areas.

T 05 30 Tithe Percentage—The Southern Africa-Indian Ocean Division Executive Committee shall endeavor to arrange for an increased percentage of the tithe (see the section *Sharing the Tithe*, V 10) in addition to the tithe of tithe and the Retirement Plan percentage, to come from the conferences/missions/fields within its territory for distribution as part of the division budget.

T 05 35 Special Tithe Percentage —In the Southern Africa-Indian Ocean Division the basis for sharing conference/mission/field tithe between the Division and its Unions shall be determined by the previous year’s tithe income of the conference/mission/field. The following scale indicates the amounts to be remitted. Fifty percent of this amount shall be remitted by the union to the Division. In situations where the union is providing additional services for the fields (accounting, departmental, VOP, education, etc) the percentage from the conferences/missions/fields to the union may be increased. The figures must be voted by the union at a major meeting and approved by the Division. The percentage for the division is subject to revision only at a major meeting of the Division Executive Committee by amendment of this policy.

| | | | |
|-----------|--------------------|---|--------------------|
| US\$ from | 1 to 20,000 | — | 1 % shall be paid |
| | 20,001 to 40,000 | — | 2% shall be paid |
| | 40,001 to 60,000 | — | 3% shall be paid |
| | 60,001 to 80,000 | — | 4% shall be paid |
| | 80,001 to 100,000 | — | 5% shall be paid |
| | 100,001 to 120,000 | — | 6% shall be paid |
| | 120,001 to 140,000 | — | 7% shall be paid |
| | 140,001 to 160,000 | — | 8% shall be paid |
| | 160,001 to 180,000 | — | 9% shall be paid |
| | 180,001 to 200,000 | — | 10% shall be paid |
| | 200,001 to 220,000 | — | 11 % shall be paid |
| | 220,001 to 240,000 | — | 12% shall be paid |
| | 240,001 to 260,000 | — | 13% shall be paid |
| | 260,001 and up, | — | 14% shall be paid |

These calculations shall be based on rates of exchange set by the Division on October 1 the previous year, and shall remain as such for the entire calendar year.

T 05 40 Retirement Plan Percentage—Each employing organization shall

contribute a share of its tithe or a percentage of salary to the Division Retirement Plan, the percentage being determined by the Division Executive Committee as the need of the Retirement Plan may demand.

T 05 45 Tithe Exchange—1. *Rationale*—As the work of the church develops around the world, some conferences/fields/missions with larger memberships and relatively more tithe funds may have urgent needs which require non-tithe funds, while at the same time situations exist in other areas where additional tithe funds can be used to meet appropriate needs. This is particularly true where needs arise which cannot be met from tithe funds, such as expanding church or school facilities, certain educational needs, or the purchase of land, buildings, and equipment. It seems prudent, therefore, for some conferences/fields/missions to pass on such additional tithe to the Division, within certain limits and with the understanding that an equal amount of non-tithe funds will be appropriated to the organization.

2. *Guidelines*—In order to administer this plan carefully and consistently, and to ensure that tithe funds are accurately accounted for and used only for appropriate purposes, the following guidelines shall apply:

a. All such funds are to be channeled through the Division Treasury.

b. The following guidelines for the use of such exchanged funds are recommended:

1) First Priority—Education operating subsidies.

2) Second Priority—Conference-wide capital expenditures such as conference offices, academy/secondary school buildings, camp-meeting facilities, etc.

3) Third Priority—Local school and church buildings.

T 10 Division Funds

T 10 05 Division Funds—1. *Principal Funds*—The principal funds of the Southern Africa-Indian Ocean Division are the appropriations received from the General Conference, that portion of the tithe belonging to the Southern Africa-Indian Ocean Division, Ingathering funds, and special donations.

2. *Ingathering funds*—Ingathering funds shall be reported annually to the General Conference Office of Archives and Statistics in order that these donations for missions will appear in the General Conference statistical records.

3. *Special Funds*—All special funds for general purposes, aside from Ingathering, raised in the Southern Africa-Indian Ocean territory may be used by the Division, but such special funds shall be reported in the annual financial or statistical reports to the General Conference Treasury.

4. *Disaster and Famine Relief Offering*—One hundred percent of the Disaster and Famine Relief Offering shall be reported to the General

Conference. Fifty percent of this offering shall be reverted to ADRA Africa by the General Conference.

5. *Division Appropriations*—Appropriations shall be made to the organizations in the Division for their requirements as the Division Executive Committee may determine. Such appropriations shall be made in the currency of the respective unions.

T 15 Working Capital [Repealed Annual Council 2011]

T 20 General and Emergency Appropriations

T 20 05 Appropriations—1. Each union and division institution receiving appropriations from the Southern Africa-Indian Ocean Division shall submit a list of requests for appropriations to the division treasurer/ chief financial officer by May 1 of each year. Requests are to be accompanied by such supporting reports and documentation as called for by the Southern Africa-Indian Ocean Division.

2. Appropriations shall be made during the year-end executive committee meetings, when all needs and interests can be represented and compared, and an equitable distribution of funds can be made. The Southern Africa-Indian Ocean Division Executive Committee is not able, therefore, to give consideration to requests for additional appropriations between year-end sessions of the executive committee. Emergencies should be met, as far as possible, by the union or the institution. However, in cases of a special emergency, the Division or other organizations concerned have the discretion of drawing upon their annual emergency fund.

3. *Categories of Requests*—Requests are to be categorized as follows:

a. Operating Appropriations—Regular recurring operating expenditures

1) Tithe

2) Non-tithe

b. Special Non-tithe Appropriations—Capital and other nonrecurring expenditures

c. Global Mission Appropriations

T 25 Exchange Policies

T 25 05 Purpose—The Seventh-day Adventist denomination is a world-wide organization that uses almost all the currencies of the world in its financial transactions. Because the General Conference headquarters is located

in the United States, the US dollar is used as a common denominator, and as the currency unit of the General Conference budget.

T 25 10 Rate of Exchange—Currency values for transactions between different currencies are determined by the rate of exchange that is used. For denominational transactions, the following shall apply:

1. *Fixed Rates*—A fixed rate of exchange is to be set that is close to the interbank, or the official rate of exchange.

2. *Rate-Setting Frequency*—The fixed rate of exchange is to be set as often as necessary to maintain the close relationship to the official rate of exchange. This is to be done at least once a month, normally on the first of the month.

3. *Division Rates*—The General Conference, in consultation with the Southern Africa-Indian Ocean Division, is to set the fixed rate for the country in which the Division headquarters is located. The Division is to set fixed rates for all countries within its territory.

4. *Unusual Situations*—In countries where it becomes necessary to establish a fixed rate that varies considerably from an official governmental rate, which does not realistically reflect the value of the currency, the fixed rate shall be used for all transactions.

T 25 15 Exchange Rate Applications—Exchange rate applications are to be as follows:

1. *Application*—The fixed rate of exchange is applied to inter-organizational transactions such as appropriations, the remittance of trust funds, and to statistical information and balance sheets.

2. *Current Rate*—The current rate is the rate at which local currency can be purchased. The Division may provide for a second rate of exchange, called a current rate. The current rate as set by the Division would be applied to transactions such as purchases by individuals or organizations, and personal transfer of funds under General Conference *Working Policy M 45, Transfer of Personal funds*.

T 25 20 Currency Remittance—Treasurers/ Chief Financial Officers at all levels of the organization shall work closely together in the matter of currency remittances.

T 25 25 Exchange Gains and Losses—Exchange gains or losses are incurred due to exchange rate variations. The following provisions shall apply:

1. *Responsibility*—Gains or losses due to exchange fluctuations are the responsibility of the Division.

2. *Allocated Fund*—Gains or losses are to be entered by the Division on a monthly basis to an allocated currency fluctuation fund.

3. *Unions or Conferences/Fields*—In unions or conferences/missions/fields whose territory covers more than one country, and who therefore, operate in more than one currency, gains or losses on exchange are to be carried by the organization concerned.

4. *Protection*—Treasurers/ Chief Financial Officers at all levels are to handle currency and exchange transactions in such a way as to protect the Church from risk and loss.

5. *Fund*—Due to the potential for loss from fluctuations in exchange rates, the Division is encouraged to maintain an allocated Currency Fluctuation Fund to be funded as follows:

- a. Exchange gains on appropriations and other transactions.
- b. Allocations through the annual budget with monthly credits posted to the fund.
- c. Special appropriations.
- d. Exchange losses are charged as expenses to the fund.

6. *Special Appropriations*—The Division may use the currency fluctuation fund as a source of funding for special appropriations, but caution must be exercised to always maintain an adequate fund balance to meet potential losses due to fluctuating exchange rates.

7. *Appropriation Adjustments*—In cases where divisions incur substantial exchange losses on operating appropriations over an extended period, the General Conference will endeavor to partially compensate by providing additional operating appropriations.

T 30 Organizations Sponsoring Students for Study at Southern Africa-Indian Ocean Division Universities/Colleges

T 30 05 General—In general, for denominational employment, it is considered the responsibility of an individual to prepare himself/herself educationally with the relevant qualification. However, organizations wishing to sponsor students for study at institutions within the Southern Africa-Indian Ocean Division, whether they are employees or students with academic qualifications enabling them to undertake college work, may do so on the following conditions:

1. Employees may be assisted to complete either the post-junior certificate ministerial course or a course on the college level.
2. Others may be assisted for the college course only.
3. The applicant must have given evidence that he/she has no plans for his/her lifework other than service in the denomination.
4. The applicant shall, with his/her application, supply a passport-size photograph of himself/herself and a medical clearance certificate for himself/herself and his/her family.
5. A sample of the contract shall be included with the application form, so that the applicant will be aware of the conditions to which he/she must agree if his/her application is successful.

6. The sending organization shall pass on its recommendation to the union bursary committee which meets at mid-year. This will be done after the student and/or his/her sending organization have negotiated with the institution for acceptance. If the relevant bursary committee is agreeable, it shall then communicate both to the college and the sending organization. It is requested to send copies of these communications to the Southern Africa-Indian Ocean Education Department director.

T 30 10 Finances—The following financial arrangement shall be adhered to by both the sending organization and the applicant:

1. The travel expenses of the applicant and his/her family, by the means of transport stipulated by the bursary committee, shall be paid to and from the college by the sending organization.

2. Except by special arrangement with the sending organization, or at personal expense, the applicant shall remain at the college until the completion of his/her course.

3. When available, accommodation furnished with the bare essentials will be provided for married students at a nominal rent. This rent is to be paid by the sending organization.

4. A monthly living allowance of 25 percent of the wage factor for the country where the college is located, plus 1 percent per child up to 4 children, shall be provided for married students by the sending organization.

5. Single students shall receive from the sending organization a monthly cash allowance, above the room and board provided, of 2 percent of the wage factor for the country in which the college is located.

6. The sending organization shall pay to the college the tuition and other required fees and the cost of required textbooks.

7. The total cost involved in paragraphs 1-6 herein above shall be shared by the sending organization and the student, as follows:

a. The student shall annually pay a portion of his/her expenses for the ensuing academic year, at a rate to be determined by the college/university board at its mid-year meetings. The student's share may be earned during the year by work done at the college, or partly by work and partly by a cash payment. In either case, the student must comply with the minimum work requirements.

b. The balance of the annual expenses shall be regarded as a loan from the sending organization, 50 percent to be amortized by service as outlined in the loan agreement, and 50 percent to be repaid by the student at the rate of 10 percent of his/her salary per month, starting three months after entry/re-entry into the work of the church.

8. When it is deemed advisable by the bursary committees of the Division and the sending organization, a lump sum amount may be granted to bursary recipients as an alternative to providing specific reimbursement for expenses

as provided above. The amounts granted by the Division for recipients from a union or division institution shall not exceed the budgeted amount provided for that organization.

T 35 Southern Africa-Indian Ocean Division Bursary Assistance to Employees

T 35 05 Recommendations and Contracts—When it is feasible, the Southern Africa-Indian Ocean Division awards bursaries to selected employees to enable them to pursue prescribed training. Such bursaries shall be considered under the following conditions:

1. Recommendations shall come from the union or, in the case of a Division institution, from the board of trustees of the institution in which the employee is employed or shall be employed.

2. The committee recommending the candidate must be convinced that the candidate is a dedicated Seventh-day Adventist who plans his/her life work in service with the organized work of the Seventh-day Adventist Church.

3. A written agreement shall be entered into between the beneficiary under this policy and the Southern Africa-Indian Ocean Division. The contract shall include:

Approved period of study

Course to be taken (which course will help meet the needs of the employing organization)

Institution to be attended

Financial assistance granted

Detailed plan of repayment in cases where cash is loaned

Provision for dependants of married students

Travel arrangements

Completion date of study program

4. The sending organization shall see that the contractual arrangements are completed before the beneficiary leaves his/her home.

5. The period of study shall not extend beyond one course of study leading to a diploma or degree.

6. Bursaries will normally be granted only for study in denominational colleges and universities.

T 35 10 Essential Factors for Consideration—1. The candidate must have the ability to use the language employed in the school where he/she will study/train. An examination may be given under the supervision of the Division Education Department in order to ascertain the ability of the student in this regard.

2. The candidate must express in writing his/her willingness to return to the employing organization for further service under denominational conditions of employment.

T 35 15 Financial Arrangements—1. *Division Funds*—The Southern Africa-Indian Ocean Division will provide, from its bursary budget, an allotted amount of funds to assist the unions and other organizations in sponsoring bursary students. These Division funds will be released to the union/organization, or if authorized by the union/organization, directly to the educational institution of the candidate.

2. *Expenses Paid by the Candidate*—a. Ten percent of the total expense for each year of proposed study, including transport, is to be paid to the Southern African-Indian Ocean Division through the candidate's union before final approval is given for his/her departure, this being his/her contribution towards the cost of travel, tuition, board, accommodation, text books and living allowances.

b. Expenses for procuring travel documents and travel expenses incurred in connection with the procuring of these documents.

c. Miscellaneous expenses, eg, student association dues, lyceum fees, stationery, etc.

d. Freight on baggage above the free allowances as allowed by public carriers.

e. Customs charges on freight above the authorized allowances upon return.

3. *The Sending Organization's Responsibility*—It shall contribute at least 38 percent of what is given by the Division.

4. *The Bursary Package*—The expenses to be covered in the bursary package provided by the Division, union/organization will be the following:

a. Cost of transportation by the most economical method and route. If the candidate is married and it is imperative to take his/her family with him/her, the travel expenses will include the spouse and up to four children.

b. Tuition, board and lodging

c. Laboratory, examination, library, registration and graduation fees.

d. Required textbooks.

e. A living allowance set by the sending organization from time to time to cater for personal items and miscellaneous expenses.

f. Medical expenses in harmony with current policy.

5. Alternative "Lump Sum" Bursary—When it is deemed advisable by the bursary committees of the Division and the sending organization a lump sum amount may be granted to bursary recipients as an alternative to providing specific reimbursement for expenses as provided above. The amounts granted by the Division for recipients from a union or division institution shall not exceed the budgeted amount provided for that organization.

T 35 20 Contract and Amortization—1. The candidate, before leaving the sending organization, shall sign a written contract in which he/she confirms that he/she has read and understands the conditions of the bursary plan, and undertakes that on completion of his/her course he/she will return to serve the organization/institution sponsoring him/her.

2. Amortization of the costs of the study program shall be on the following basis:

| | | | |
|---------------|--------------------|---|--------------------|
| Undergraduate | 1 year of study | — | 2 years of service |
| | 2 years of study | — | 3 years of service |
| | 3 years of study | — | 4 years of service |
| | 4 years of study | — | 5 years of service |
| Graduate | 1-2 years of study | — | 5 years of service |

3. If, in the opinion of the union or Southern Africa-Indian Ocean Division Executive Committee, the spouse of a sponsored student is academically eligible for college work and will benefit the denomination by such advanced training, he/she may be sponsored along with her/his spouse. Approval must be obtained before enrolment.

4. Up to four children will be sponsored to accompany the candidate and spouse for the duration of the studies. The candidate must make every effort to arrange for the education of his/her older children in his/her homeland.

5. An individual benefiting under the Division Bursary Plan shall take full course work for the time specified, including summer school sessions if such are available.

6. The beneficiary shall meet the grade point average requirement as set by the college/university, and shall carry such a course load, and be assigned types of labor/employment, as may be mutually agreed upon by the academic administration, the employing organization and the beneficiary.

7. Any labor credit shall accrue to the student’s personal account.

8. Students benefiting from this policy, who are not able to return to their home countries during the vacation period and who are not able to proceed with summer school studies, shall be under the direction of the Division Executive Committee, and may be assigned specific duties by the administration of the college/university under direction from the Division Executive Committee. No financial assistance will be given to those candidates who choose to make a trip home for personal reasons during their course of study.

9. No changes in a course of study shall be made, unless authorized by the controlling committee or board and approved by the Division Executive Committee. An employee shall further agree to instruct the institution in which he/she is studying to send to the Education Director of Southern Africa-Indian Ocean Division, and to the employing organization, a report of his/her grades at the completion of each term.

10. The Division Executive Committee has a right to discontinue financial assistance to the bursary candidate at any time, if the conditions of the agreement are not adhered to. Continuation of the bursary shall be on the basis of satisfactory academic progress during the preceding year and upon favourable reports from the college/university.

T 40 Study by Correspondence

1. Employees desiring to take courses of study by correspondence to increase their efficiency and for self-improvement (single subjects or several subjects comprising a study limit) may, at the discretion of the employing organization, and if plans for such study are submitted for approval before the courses are commenced, receive assistance up to a maximum of 50 percent of the cost of the courses including textbooks. Such assistance shall be paid when the courses have been satisfactorily completed.

2. Necessary approved travel, excluding per diem and lodging, such as may be required to interview lecturers at a correspondence school, as approved by the employing organization in advance, shall be recognized as part of the total expense on which reimbursement is made.

3. Time off work necessary for examinations or special aspects of this study shall be at the discretion of the employing organization. In the case of expatriates, the local organization shall make recommendation to the Division Executive Committee.

4. The provisions of this policy may be prorated to regularly employed, part-time employees in proportion to the hours worked per week, provided that they are employed at least half-time.

5. For employees attending evening classes at approved evening study centers, 50 percent assistance shall be granted on the same basis as Home Study International and other correspondence study guidelines.

6. In the case of a postgraduate study program involving a thesis or dissertation where several years of work and considerable expense are involved, the employing organization may reimburse the employee for 30 percent of the actual expense incurred in any one year for tuition, books, field work including necessary travel, and typing costs for final copy of the thesis or dissertation. The balance of the subsidy shall then be paid on the successful completion of the work.

T 45 Education Assistance, Grant-aided Teachers

Grant-aided teachers who wish to study in order to improve themselves professionally on an in-service basis may be granted the same education assistance as is available to regular employees on the denominational wage scale provided the Church maintains their service records.

T 50 Part-time Study at Universities/Colleges

T 50 05 Conditions—Where it is possible and convenient for an employee to do so, where his/her employing organization approves the course he/she desires to take and the time involved, and where his/her work can be satisfactorily arranged to provide for it, he/she may be permitted to take part-time studies at a local university.

T 50 10 Reimbursement—After successful completion of the approved course, the employing organization may grant the employee financial assistance to the extent of 50 percent of the cost of tuition and books.

T 50 15 Assistance Considered as Bursary—Where an employee's workload is reduced or he/she is given time off in order to study (including extension schools), the time and portion of salary thus involved, plus the actual reimbursement of expense provided for in T 50 10 above, shall be considered as a bursary to be amortized by service on the basis of one year of service for each US\$2,500 of assistance up to a maximum of five years.

T 50 20 Contract with Employees— A written agreement shall be entered into between the beneficiary under this policy and the legal association of his home union.

T 55 Annual Continuing Education Leave Allowance

T 55 05 Annual Continuing Education Leave Allowance—1. Employees not covered by another policy may be granted up to one week of paid leave annually to attend a course or seminar that will be of definite help to them in their work. Such a course is to be approved by the employing organization.

2. Financial Assistance with the expenses of the course, travel and tuition may be granted by the employing organization and may be up to 25 percent of the relevant monthly salary as funds are available.

3. This one-week-a-year-leave for study purposes can be accumulated to a maximum of four years including the financial allotment after which there is no more carry-over.

4. If the employing organization conducts a seminar or other meeting in the nature of continuing education and the employee is expected to attend, he/she shall not be entitled to an additional week in terms of this policy.

5. If the course or seminar defined in paragraph 1 herein is attended during annual leave, it shall be considered in addition to the leave, unless otherwise voted.

T 60 Employees Sponsored for Graduate or Postgraduate Study Outside the Division

T 60 05 Study Programs—The following policy is for assistance to all employees who are sponsored by the division (or one of its subsidiary organizations) for study in a division other than the Southern Africa-Indian Ocean Division. This policy will not apply to physicians/dentists taking residencies, nor will it supersede the provisions of the Theological Seminary study plan.

T 60 10 Conditions—The responsibility for selection shall be with the Division Bursary Committee on recommendation from the employing organization, and shall include the following conditions:

1. The ability of the applicant to use the language employed in the school where he/she will study. An examination may be given under the supervision of the Division Education Department to ascertain the ability of the student in this regard.

2. Completion of all schoolwork available in denominational schools in this field of study within the Southern Africa-Indian Ocean Division.

3. Commitment to return to the employing organization for further service under denominational conditions of service.

4. A written statement by the applicant to the effect that he/she has read and understood the contract form and is willing to sign the contract form if his/her application is successful.

5. With his/her application, the applicant shall supply a passport-size photograph of himself/herself and a medical clearance certificate covering himself/herself and the members of his /her family.

6. An agreed arrangement between the sending organization and the student as to how the expenses shall be covered.

T 60 15 Deferred Appointment—Every bursary recipient shall be placed on deferred appointment at the time of being granted a bursary.

T 60 20 Lump Sum—When it is deemed advisable by the bursary committee of the Division and the sending organization, a lump sum amount may be granted to bursary recipients as an alternative to providing specific reimbursement for expenses as provided below. The amounts granted by the

Division for recipients from a union or division institution shall not exceed the budgeted amount provided for that organization.

T 60 25 Transportation—The Division (which term shall include, for purpose of this policy, the subsidiary organization responsible for the bursary) shall provide round-trip transportation for the employee and his/her spouse and unmarried dependent children under 18 years of age. Travel shall be by the most direct route and by the approved class of travel.

T 60 30 Salary—The Division shall provide for salary on the basis of whichever of the following two formulas is the more beneficial to the employee.

1. Continuance of local salary, or

2. Sixty percent of the salary base of the area in which the study program is undertaken plus 5 percent for each child, up to a total of 80 percent, plus 5 percent for each child attending a Seventh-day Adventist church school, up to a maximum of 100 percent.

T 60 35 Rent Subsidy—1. No rent will be charged in the employee's base union.

2. Rent subsidy shall be allowed on the basis of the rent policy in effect in the area where the study program is undertaken.

T 60 40 Utility Allowance—A utility allowance shall be granted on the basis of the utility allowance policy in effect in the area where the study program is undertaken.

T 60 45 Health Care Expense—1. The Division shall pay the cost of any required student medical insurance plan for the college or university student.

2. Health care expenses not covered by the college or university student medical insurance plan, nor by any other medical insurance scheme to which the Division/union has contributed, shall be processed under the regular health care expense policy.

T 60 50 School Expenses—School expenses shall be catered for according to the Southern Africa-Indian Ocean Division Bursary Policy.

T 60 55 Unmarried Dependent Children Under 18 Accompanying the Employee—Unmarried dependent children under the age of 18 years accompanying the employee and attending denominational elementary, secondary or liberal arts schools may be granted education assistance according to the policy in vogue where they are studying.

T 60 60 Auto Depreciation—No auto depreciation is allowed on any automobile that may be operated by the employee in the area where he/she is studying.

T 60 65 Auto Insurance—If the employee operates a car in the area where he/she is studying he/she should arrange such insurance coverage as is appropriate, including personal and denominational protection and liability cover. The Division meets 100 percent of the expense.

T 60 70 Freight and Customs Duty Allowance for Return to Division—A freight allowance of 1,000 kgs for a married employee and 500 kgs for a single employee shall be granted a bursary recipient on his/her return to his/her place of labor and the employing organization will also be responsible for customs duty on personal goods carried within these limits.

T 60 75 Travel Accident and Personal Effects Insurance—Travel Accident and Personal Effects Insurance shall be provided by the Division at its expense for both forward and return journeys.

T 60 80 Moving Allowance—When an employee returns from study under this bursary provision, he/she shall be granted a moving allowance by his/her employing organization at the rate prevailing at the time of his/her return, even if returning to the same place of labor and the same house. (See *Moving Allowance*, Y 40 20.)

T 60 85 Funding of Bursary—1. When a union or institution applies for a Division bursary, that union or institution shall contribute at least 38 percent of what is requested from the Division.

2. The recipient's contribution shall be deposited with the sending organization when the bursary is granted and before he/she departs for study.

T 60 90 Bursary Loans—When the bursary recipient cannot raise his/her share of at least 10 percent of the total cost of the bursary and his/her employing organization wishes to assist, this assistance shall be treated as a loan which shall be repaid in agreed installments when he/she returns to his/her field of labor.

T 60 95 Contract With the Employee—1. All travel costs, allowances, expense reimbursements, and salary referred to in this policy shall be regarded as advances under a contract.

2. A written agreement shall be entered into between the beneficiary under this policy and the legal organization of his/her home union. The sending organization shall see that the contractual arrangements are completed before the beneficiary leaves for study. The contract shall include:

Date leave of absence begins and terminates

Course to be taken

Institution to be attended

Length of amortizing service required

No request for further study until this amortization completed

Financial assistance granted

Detailed plan of repayment in cases where cash is loaned

Travel arrangements

Provisions for dependants

Consent to have grades sent to Division Education Department director

Agreement of employee to terms of the contract

3. The employee shall agree to return to work in his/her former field of labor immediately upon the termination of his/her approved leave, whether or not he/she and his/her spouse have completed their proposed course of studies.

4. The employee shall agree to serve at least three years for the first full year of study and two years for each additional year of study. The total advance shall be amortized accordingly:

| | | | |
|----------|------------------|---|--------------------|
| Graduate | 1 year of study | — | 3 years of service |
| | 2 years of study | — | 5 years of service |
| | 3 years of study | — | 7 years of service |

5. The period of study shall not ordinarily extend beyond one course of study leading to a diploma or degree.

6. Employees will be expected to take a full-time study load.

7. In the case that an employee under such contract to a subsidiary organization of the Southern Africa-Indian Ocean Division is called by another organization prior to the complete amortization of study advances, any balance remaining shall be assumed by the calling organization.

T 65 Sponsorships to Non-SDA Local Colleges and Universities

When employees are sent to non-Seventh-day Adventist local colleges and universities, the unions concerned may choose to follow a policy similar to that outlined in T 40 above. Such employees should be sent to non-Seventh-day Adventist colleges and universities only when the studies required are not available in local Seventh-day Adventist institutions and when they are deemed essential to the successful prosecution of the work.

T 70 National Employees Returning to Their Home Division

T 70 05—The Call—This policy refers to non-sponsored students who have completed either a master’s or doctoral degree, or the recognized academic equivalents. The call, as nationals returning, shall be processed through the Southern Africa-Indian Ocean Division Secretariat and shall include a request for physical examinations for the prospective employee and the members of his/her family. When it is deemed advisable by the bursary committee of the Division and the sending organization a lump sum amount may be granted as an alternative to providing specific reimbursement for expenses as provided below. The amounts granted by the Division for recipients from a union or division institution shall not exceed the budgeted amount provided for that organization.

T 70 10—Transportation—The Division shall pay for bus connections to a designated airport near the employee’s location and for economy-class air transportation to the field of labor, for the employee and the members of his/her immediate family.

T 70 15 Outfitting Allowance—The Division shall grant an outfitting allowance to the employee on the following basis:

| | | |
|----------------------|---|------------|
| Employee and spouse | — | US\$250.00 |
| Each dependent child | — | US\$ 25.00 |
| Single employee | — | US\$125.00 |

T 70 20 Freight Shipping Expenses— The Division shall pay freight shipping expenses (including packing and insurance) on net weight as follows:

| | | | |
|---------------------------|---|-------|-----|
| Candidate and spouse | — | 1,500 | kgs |
| Additional for each child | — | 250 | kgs |
| Single employee | — | 1,000 | kgs |

The unused freight allowance is calculated according to General Conference policy for interdivision calls and will be paid in local currency.

The returning employee will be granted an additional 5 percent of the above weight allowances per full year up to ten years from the date of establishing his/her home outside of the home division.

T 70 25 Allowances and Costs Considered as Prepaid Expense—The above allowances and costs, except salary, as outlined in this policy, shall be considered as prepaid expense and amortized on the basis of 20 percent for each year of the employee’s service after his/her return to his/her home division. In the event the employee leaves denominational employment before the entire amount has been amortized, the unamortized portion shall be repaid by the individual to the Division.

T 70 30 Salary— The salary for such an employee shall commence one month prior to his/her arrival in the field and will be based on the wage factor of the organization for the position to which he/she is called. The employing organization will assume responsibility for the expenses from the port of entry as employee’s moving expense.

T 70 35 Change of Job— If the employee is called to another organization, the calling organization shall assume the unamortized portion of the above allowances and costs, except salary, and shall continue the process of amortization on the original basis.

T 70 40 Reimbursement for Graduate Study Abroad at Own Expense—A graduate-study reimbursement allowance may be paid by the employing organization to an individual for his/her last degree earned beyond the bachelor’s level at his/her own expense, if he/she is called to an organization within the Division immediately upon completion of his/her studies

1. Reimbursement allowance:

| | | |
|---|---|-----------|
| Master's degree | — | US\$2,000 |
| Master of Divinity (B.D.) or Master of Theology degree | — | US\$3,000 |
| Doctoral degrees | — | US\$6,000 |

2. Reimbursement may be paid by annual installments as follows:

- 2 years for a Master's degree
- 3 years for a Master of Divinity (B.D.) or Master of Theology degree
- 5 years for a Doctorate

3. Alternately, to clear study indebtedness, the total reimbursement may be paid at the beginning of service and held as a receivable and amortized by years of service, as in item 2 above. The employee shall sign a note for the amount received, with the amortization schedule as stated above. If the employee terminates employment with the organization before the reimbursement is amortized, the unamortized portion becomes due and payable. Either the employee or the new employing organization assumes obligation for the balance.

4. If the employee has previously received partial denominational assistance for graduate study, the amount received shall be deducted from the amount to be received under the provisions of the policy.

5. Spouses of employees who earn higher degrees at their own expense will be granted assistance on a proportional basis if the spouse is employed part-time. No reimbursement would be made if the employment is less than half-time.

6. The employment of a national employee returning to his/her home division does not obligate the employer to provide either full-time or part-time employment to the spouse.

7. For the purpose of this policy, only one degree shall be recognized at each level.

8. Employees will be expected to take a full-time study load.

9. The cost of providing these reimbursements shall be provided by the employing organization, or shared equally between the Division and the employing organization where the position requires the additional degree.

INSTITUTIONAL FINANCIAL POLICIES

U 05 Government Aid to Schools

U 05 05 Government Aid to Schools—The Southern Africa-Indian Ocean Division recognizes the existence of three types of financing for Seventh-day Adventist elementary/primary and secondary schools in its territory:

1. Church-owned and church-operated schools.
2. Government subsidized, with subsidies channeled through the union or mission office, where additional funding is added.
3. Government financed:
 - a. With operating cost channeled through the Church, and the Church contributing only specials for capital investment.
 - b. With payments made directly to the school, but shared control by the Church officially recognized.

The Southern Africa-Indian Ocean Division policy with respect to government subsidies is that they may be accepted when they do not impede the implementation of the Seventh-day Adventist philosophy of education in terms of transmitting spiritual values, with formal Bible classes, using denominationally prepared or approved books and giving a balance of physical, mental, and spiritual development within the framework of the national culture.

The Southern Africa-Indian Ocean Division policy also recognizes the danger of becoming unduly dependent on government aid for operating expenses, with the result that the Church is not able to provide adequate financing when the conditions attached to government aid become unacceptable. (Under extreme circumstances, when government financing is the only plan under which a particular school can operate, the Southern Africa-Indian Ocean Division Board of Education will be consulted as to what direction to take.)

U 10 Health Care Institutions—Financial Policies

U 10 05 Financial Policies—1. *Departmentalized Accounting*—In order that health care institution financial statements may reflect uniformly the operating condition of every department of the institution's work, it is recommended that in those institutions, where the scope of the accounting system makes it feasible, the operating accounts be segregated as follows:

- a. Board, Room, and General Care, separated by various services such as Medical, Surgical, Obstetrical, Pediatric, and Psychiatric.
- b. Diagnostic Departments.
- c. Therapy Departments and Services.

- d. Educational Departments.
- e. Auxiliary Departments and Services.

2. *Departmental Operating Reports*—Operating expenses in each department or group of departments should be offset by their corresponding incomes, in order that the administrators may properly compare and evaluate labor and other vital relationships in the various departments.

3. *Comparisons With Other Institutions*—The administrative staff of medical institutions should periodically conduct a survey of costs in the various operating departments comparing cost trends with those of other similar Seventh-day Adventist and non-denominational institutions, in order to measure accomplishment and exercise efficient fiscal control.

4. *Funding of Equipment Depreciation*—An amount equal to one-twelfth of the annual allowance for equipment depreciation shall be set aside each month in an allocated fund out of which new equipment may be purchased.

5. *Bonding*—Employees with the responsibility for handling institutional funds shall, where possible, be bonded.

6. *Expenditures*—The board shall set a maximum amount for the purchase of equipment or other projects that an administration can spend without prior board approval, except in an emergency.

U 15 School Subsidies and Finance

U 15 05 Operating Subsidies to Colleges/Universities—1. Each union in the Southern Africa-Indian Ocean Division shall develop a policy for the providing of annual subsidies to the college/s within its territories.

2. All unions shall contribute the equivalent of one percent of their gross tithe to the Adventist University of Africa.

3. The Southern Africa-Indian Ocean Division may annually adjust this percentage to allow for changing circumstances.

U 15 10 Operating Subsidies to Academies/Secondary Schools—1. *Subsidies*—Each conference/mission/field within the Southern Africa-Indian Ocean Division territory is expected to provide annual operating subsidies to church-operated secondary schools in its territory.

2. *Operating and Capital Budgets*—Each school shall prepare operating and capital budgets for each school year and these budgets shall be reviewed and adopted at the annual board meeting. Each school shall follow a system of budget control based on regular monthly operating reports.

U 15 15 Operating Subsidies to Elementary/Primary Schools—In the interests of promoting and stabilizing the work of elementary/primary schools and of providing adequate support of elementary/primary school teachers, each conference/mission/field/church within the Southern Africa-Indian Ocean Division territory is expected to provide annual operating subsidies to those

elementary/primary schools of which they are constituency members.

U 15 20 Students' Accounts—Schools shall adhere to the following as regards students' accounts:

1. A definite financial plan must be arranged with each student before he/she commences classes.

2. The prompt and regular issuing of student accounts.

3. The clear understanding that the issuing of academic credits and diplomas are subject to the settlement of accounts with the school.

4. The understanding that the acceptance of students into a school program is subject to confirmation that accounts with former schools or other denominational organizations have been settled.

U 15 25 College/University Board of Trustees/Council Membership—It is advisable that College Boards of Trustees and University Councils, include the presidents of unions and local conferences/missions/fields within their territory as members, as well as other persons who are especially acquainted with tertiary education matters.

U 15 30 Local Board—When appointing a local board, the trustees shall elect members conversant with school/college/university affairs. The functions of this local board shall be clearly defined by the Board of Trustees, who shall be kept informed regularly as to progress and conditions at the institution.

THE TITHE

V 05 Principles and Procedure in Tithing

V 05 05 Sacred—The tithe is to be held sacred for the work of the ministry and Bible teaching, including conference administration in the care of churches and field outreach operations. The tithe is not to be expended on other lines of work such as church or institutional debt paying or building operations.

V 05 10 Scriptural Obligation—Although tithe paying is not held to be a test of fellowship, it is recognized as a scriptural obligation that every believer owes to God and as an essential in claiming by faith the fullness of blessing in Christian life and experience.

V 05 15 Leaders to Set Example—The returning of a faithful tithe is recognized as an act of worship and a loving stewardship response to a benevolent God and is expected of all leaders. All denominationally employed Seventh-day Adventists, members of committees and institutional boards, who are Seventh-day Adventists, and church elders and other church officers are to recognize it as a principle of leadership in God's work that a good example be set in the matter of tithing.

V 05 20 Tithe to Local Church—The tithe is to be turned in to the local church in which membership is held. An exception to this policy may be made in regard to the tithe of denominational employees, as determined by the Division Executive Committee.

V 05 25 Student Tithe—Since the principle of tithing is recognized as the regular, substantial, and equitable basis for the support of the ministry of the church, it is important that the youth in Seventh-day Adventist schools, many of whom are future employees, be taught to be conscientious tithe payers. Secondary schools and colleges provide an excellent and effective medium for doing this by precept and practice. However, since the aggregate of student labor has greatly increased with the years, a considerable financial loss accrues to the institution that accepts the responsibility for providing cash to students with which to meet their tithe obligations. In view of these considerations:

1. *School Earnings*—All students shall be encouraged to return tithe on their earnings while in school.

2. *Conference Treasury*—Students shall pay their tithe to the local conference through the church where the school is located, it being recommended that they transfer their membership to the school church during their attendance.

3. *Conference Subsidy*—Where the operation of this plan imposes a financial hardship on the school the conferences concerned shall arrange to subsidize the institution to such extent as may be deemed equitable to meet the exigencies of the situation.

V 10 Sharing the Tithe

V 10 05 Support of Worldwide Work—1. *Divine Plan*—In harmony with the divine principle set forth in the Bible and the Spirit of Prophecy that all should share in the responsibility of supporting the worldwide work, we recognize the equity of conferences and missions sharing their tithe.

2. *Regular Tithe Percentages*—In the administration of conference/mission organizations, the following schedule of regular tithe percentages shall be followed:

- a. The conference/mission shall receive from churches and individuals within its territory 100 percent of the tithe receipts.
- b. The union conference/mission shall receive from the local conference/mission 10 percent of the tithe received.

3. *Special Tithe Percentage Schedule in Divisions*—The Southern Africa-Indian Ocean Division shall arrange for the conferences/missions and the attached fields within its territory to contribute a percentage of their tithe to the Division, as determined by the Division Executive Committee. This is to be used on behalf of the work within the Division, in addition to the tithe of tithe and Retirement Plan percentage. The Division Executive Committee shall develop a graduated percentage scale, up to a maximum of 20 percent that best fits the needs and objectives of the Division. Several years of graduated increases may be needed before such a plan can be totally implemented.

In the Southern Africa-Indian Ocean Division the basis for sharing conference/mission/field tithe between the Division and its unions shall be determined by the previous year's tithe income of the conference/field/mission. These calculations for the following year shall be based on the rates of exchange set by the division on October 1 and shall remain as such for the entire calendar year. The following scale indicates the amounts to be remitted. Fifty percent of this amount shall be remitted by the union to the division. In situations where the union is providing additional services for the fields (accounting, departmental, VOP, education, etc) the percentage from the conferences/missions/fields to the union may be increased. The figures must be voted by the union at a major meeting and approved by the division. The percentage for the division is subject to revision only at a major meeting of the Division Executive Committee by amendment of this policy.

| | | | | |
|-----------|---------|----|---------|--------------------|
| US\$ From | 1 | to | 20,000 | — 1% shall be paid |
| | 20,001 | to | 40,000 | — 2% shall be paid |
| | 40,001 | to | 60,000 | — 3% shall be paid |
| | 60,001 | to | 80,000 | — 4% shall be paid |
| | 80,001 | to | 100,000 | — 5% shall be paid |
| | 100,001 | to | 120,000 | — 6% shall be paid |

| | | | |
|---------|---------|---------|---------------------|
| 120,001 | to | 140,000 | — 7% shall be paid |
| 140,001 | to | 160,000 | — 8% shall be paid |
| 160,001 | to | 180,000 | — 9% shall be paid |
| 180,001 | to | 200,000 | — 10% shall be paid |
| 200,001 | to | 220,000 | — 11% shall be paid |
| 220,001 | to | 240,000 | — 12% shall be paid |
| 240,001 | to | 260,000 | — 13% shall be paid |
| 260,001 | and up, | | — 14% shall be paid |

4. The General Conference shall receive, on behalf of the world field, percentages of the gross tithe remitted by the unions to the world divisions (other than the North American Division), calculated as 1.2 percent of such tithe for the year 2001 and increasing by .2 percent annually to 2 percent for the year 2005. The North American Division shall reduce its tithe percentage remittance to the General Conference from 10.72 percent to 10 percent for the year 2001 and decreasing by steps of .5 percent annually to 8 percent for the year 2005.

V 10 10 Tithe Exchange—1. *Rationale*—As the work of the Church develops around the world, some conferences/missions with larger memberships and relatively more tithe funds have urgent needs which require non-tithe funds, while at the same time situations exist in other areas where additional tithe funds can be used to meet appropriate needs. This is particularly true where needs arise which cannot properly be met from tithe funds, such as expanding church or school facilities, certain educational needs, or land, buildings, or equipment costs. Therefore, it seems prudent for some organizations to pass on such additional tithe to the division within certain limits, and with the understanding that an equal amount of non-tithe funds will be appropriated to the organization.

2. *Guidelines*—In order to administer this plan carefully and consistently, and to assure that tithe funds are accurately accounted for and used only for appropriate purposes:

- a. All such funds are to be channeled through the division treasury.
- b. The following guidelines for the use of such exchanged funds are recommended:
 - 1) First priority—educational operating subsidies.
 - 2) Second priority—conference-wide capital expenditures such as conference offices, academy buildings, camp meeting facilities, etc.
 - 3) Third priority—local school and local church buildings.

V 15 Use of Tithe

V 15 05 Seventh-day Adventist Plan of Church Finance—1. *Sources of Funding*—God’s plan for the support of His work on this earth is through the

tithe and freewill offerings of His people. The tithe is the main source of funding for the total proclamation of the gospel to the entire world by the Seventh-day Adventist Church. This includes a balanced and comprehensive evangelistic outreach to the public and the spiritual nurturing of church members. Because the tithe is reserved for a special purpose, freewill offerings must provide the funding for many functions of the gospel work.

2. *Tithing Plan*—Through benevolence and liberality the Lord sought to teach His people that in everything He must be first. Building on this in his first letter to the church at Corinth, Paul gave the believers instruction regarding the general principles underlying the support of God’s work on earth (1 Cor 9:7-14; *CS* 65-79; *AA* 335-337). Ellen G White confirmed that the tithing plan is of divine origin, is for all time, and is anchored in the Biblical plan of tithes and offerings.

3. *Financial Support*—The world task entrusted to the Advent Movement calls for both sacrificial and systematic financial support. In recognition of this fact, the Church in its formative years was divinely led to adopt the Biblical plan of tithing as the financial basis of its outreach “to every nation, kindred, tongue and people.”

4. *Storehouse*—Only conference/mission organizations are authorized to make allocations from tithe funds. The tithe is the Lord’s and should be returned to the storehouse, the conference/mission treasury. “Bring ye all the tithes into the storehouse, that there may be meat in mine house, and prove me now herewith, saith the Lord of hosts, if I will not open you the windows of heaven, and pour you out a blessing, that there shall not be room enough to receive it” (Mal 3:10). “The tithe is sacred, reserved by God for Himself. It is to be brought into His treasury to be used to sustain the gospel laborers in their work” (*Gospel Workers* 226).

V 15 10 Use of Tithe—1. *Philosophy*—Through the Bible and the ministry of Ellen G White, God gives inspired counsel and valuable guidance on many matters. This enables the Church to develop sound policies, the application of which will be in harmony with our understanding of God’s revealed will.

2. *World Mission of the Church*—It is essential that the leadership of the Church carefully study and apply the principles and concepts involved in the use of the tithe, so that the Church can effectively meet the needs and challenges of carrying the gospel and in proclaiming the three angels’ messages to the whole world. In planning the use of these sacred funds, conferences and missions must continue to regard the gospel outreach in soul-saving evangelism as a priority of the greatest importance. In pursuance of this ideal, this policy for the use of tithe has been adopted.

V 15 15 Purposes for Which Tithe May Be Used—1. *Support of Pastors, Evangelists, Ministers*—The tithe shall be utilized to support salaried personnel directly engaged in pastoral and evangelistic soul-winning

endeavours. “The tithe is to be used for one purpose—to sustain the ministers whom the Lord has appointed to do His work. It is to be used to support those who speak the words of life to the people, and carry the burden of the flock of God” (Ellen G White, *Manuscript 82*, 1904).

2. *World Missions—Sharing the Tithe* policy (V 10) shall be followed. This policy is the Church’s response to the Biblical principle of the strong helping the weak and Ellen G White’s counsel on sharing tithe. “More and more we must come to realize that the means that come into the conference in the tithes and gifts of our people should be used for the support of the work not only in the American cities, but also in foreign fields. Let the means so zealously collected be unselfishly distributed. Those who realize the needs of mission fields will not be tempted to use the tithe for that which is not necessary” (Ellen G White, *Manuscript 11*, 1908). The benefits to worldwide missions under this plan have been considerable. Because of the Church’s worldwide operations, determination of the percentages of tithe contributed as tithe of tithe and additional tithe percentages shall continue to be set by the General Conference/division committees. It is not the prerogative of churches/missions/conferences/unions to decide these percentages unilaterally.

3. *Soul-Winning Support Personnel*—The tithe may be utilized to sustain other personnel who, in a supporting role, directly relate to the work of soul-winning agencies, whether directed by the General Conference, the division, the union, or the local conference/mission. Included with such personnel are departmental directors and their staffs, which are engaged in evangelistic and nurturing ministries.

4. *Conference/Mission Operating Expense*—The tithe may be utilized for operating expenses of a conference/mission and the facilities used by the personnel outlined in paragraph 3 above.

5. *Literature Evangelist Benefit Fund*—The tithe is considered to be an appropriate source of subsidy for the conference portion of the Literature Evangelist Benefit Fund.

6. *Subsidies for Specified Activities*—The tithe may be utilized for conference/mission operating subsidies for such programs as youth camps and camp meetings, as part of the evangelistic thrust of the Church.

7. *Evangelistic and Conference/Mission Office Equipment*—Tithe funds may be used for the purchase of evangelistic equipment and conference/mission office equipment. All other equipment shall be purchased with non-tithe funds.

8. *Bible/Religion Teaching and Support Personnel in Schools*—(See V 15 20.)

9. *Retired Employees*—The tithe may be used for the retirement benefits of denominational employees (except those who are otherwise provided for, e.g., health care employees.)

V 15 20 Use of Tithe for Education—1. *General Principles*—a. In view of the Ellen G White counsel restricting the use of tithe “for school purposes,” our system of education must be funded largely from other sources. Ellen G White does, however, make an exception in connection with Bible teaching in our schools. In the chapter entitled “School Management and Finance” in 6 T 206-218, there is a section about the opening and operating of schools. It was written about the year 1899 and specifies certain individuals who could be paid from the tithe:

b. “Our conferences . . . should give the schools a most hearty and intelligent support. Light has been plainly given that those who minister in our schools, teaching the Word of God, explaining the Scriptures, educating the students in the things of God, should be supported by the tithe money. This instruction was given long ago, and more recently it has been repeated again and again” (6T 215).

c. Our total school system is religious in its motivation, but it is recognized that Bible teachers exercise a more specifically spiritual and ministerial role by instructing their students in the Word of God and by leading them to the Saviour. Such service is worthy of tithe support.

d. In her practical counsel for the administration of the Church, Ellen G White often reveals deep concern lest a variety of ways be found to divert the tithe from the special purpose for which it is designated, namely, the support of the preaching, pastoral, evangelistic ministry, the priestly duties of the minister of the gospel, and the support of Bible teachers.

e. On the other hand, a careful consideration of the Scriptures and of the Ellen G White writings seems to indicate that as long as the sacred tithe which God has reserved for Himself is faithfully employed for the support of His work, such use is not contrary to the divine precepts of the Scriptures. It has also been concluded from the Ellen G White writings that she broadens the use of tithe to permit the support of certain aspects of the educational program.

f. By applying the lessons to be learned from the Bible and the statements of Ellen G White, we believe that under properly established guidelines which would safeguard the support of the work of the ministry, tithe funds could be used to support certain activities of selected individuals. These are individuals who serve in a clearly identifiable support role in educating in the things of God and who sustain a relationship to the work of the gospel minister.

2. *Use of Tithe in Schools*—The tithe may be used in support of the various levels of the Church’s schools, as follows:

a. *Primary Schools*—Subsidies of up to 30 percent of the total salaries and allowances of principals and teachers may be granted by conferences/missions from tithe funds. It is believed that this figure should be a maximum because it represents a reasonable basis on which to evaluate the

time devoted by elementary teachers to Bible instruction and spiritual nurture. To increase this percentage would detract from the use of tithe for its primary purpose, the evangelistic ministry.

b. Secondary Schools—The equivalent of the total salaries and allowances of Bible teachers, residence hall deans and principals may be granted by conferences/missions/unions from tithe funds.

c. Colleges and Universities—An amount equal to the total cost of Bible departments, residence hall deans, presidents, and deans of students may be granted by unions/divisions/the General Conference from tithe funds.

d. Schools for Evangelistic Outreach—Division committees may approve additional operating subsidies from tithe funds for schools that are serving as an evangelistic outreach to a significant enrolment of non-Adventist students.

V 15 25 Purposes for Which Tithe Shall Not Be Used—1. *Capital Expenditures for Buildings and Facilities*—Capital expenditures for buildings and facilities shall be drawn from non-tithe funds. This includes such items as conference/mission offices, camp meeting facilities, youth camps, elementary schools, academies, church buildings, welfare centers, and college and university facilities.

2. *Equipment*—All equipment except evangelistic and conference/mission office equipment shall be purchased with non-tithe funds.

3. *Local Church Operating Expense*—Maintenance and other operating expenses, including the local church employees, such as secretaries, maintenance personnel, bus drivers, and others whose remuneration is being funded by the Church, are to be provided from church expense funds. “The tithe is not to be consumed in incidental expenses. That belongs to the work of the church members. They are to support their church by their gifts and offerings” (Ellen G White, *Letter 81*, 1897). All tithes shall be paid into the conference/mission treasury and under no circumstances is it to be retained in the local church for its use.

4. *School Operating Expenses*—The maintenance and other operating expenses of elementary, secondary, and higher education institutions shall be funded from non-tithe sources.

V 15 30 Continuous Monitoring of Tithe Use—Administrators on General Conference, division, union, and local levels, accountable as they are to God for their stewardship, shall give continued earnest study, in the light of the Bible and Spirit of Prophecy counsels, to the purposes and proportions in which tithe funds are being used in the organizations for which they are responsible.

WORLD MISSION FUNDS

W 05 Source and Promotion

W 05 05 Definition—The regular mission funds in all the world include such general offerings as: Sabbath School, Annual Sacrifice, and all donations given for the purpose to which mission appropriations are made. These funds are accumulated as world mission funds and are recognized as General Conference funds. They are therefore included in the annual world mission budget distribution. The Annual Sacrifice offering distribution is recommended to the world Church by the office of Adventist Mission.

W 05 10 Promotion—The responsibility for the promotion of mission funds is placed with the Treasury of the General Conference, assisted by all departments and employees in the General Conference, unions and local conferences/missions/fields. In the Southern Africa-Indian Ocean Division the responsibility for promotion of mission funds is determined by the Southern Africa-Indian Ocean Division Executive Committee.

W 10 Sabbath School Offerings

W 10 05 Sabbath School Offering—1. *World Mission Funds*—The Sabbath School in all its divisions has long been recognized as the church organization that gives weekly emphasis to the Church's worldwide program, and funds received through Sabbath School mission offerings constitute a significant portion of the world mission funds.

2. *Southern Africa-Indian Ocean Division Funds*—All Sabbath School mission offerings are General Conference funds and are to be passed on in their entirety by the church treasurer to the union/conference/mission for transfer to the Southern Africa-Indian Ocean Division. These mission offerings include the regular weekly offering, Thirteenth Sabbath offering, Sabbath School Investment, and the Birthday-Thank offering. Each of these mission offerings is to be identified as a separate fund in the regular system of records from the local church to the General Conference.

3. *Sabbath School Expense*—If the expenses of the Sabbath School are not provided for in the regular church budget, a Sabbath School expense offering may be received. This offering is retained in the local church to meet the recurring expenses of the Sabbath School as voted by the Sabbath School Council.

4. *Other Offerings*—No other offering for any cause may be promoted or received during the Sabbath School.

W 10 10 Regular Weekly Mission Offering—Mission offerings given through the Sabbath School, other than those for the Thirteenth Sabbath of each quarter, Investment, and the Birthday Thank offering, constitute the regular weekly

Mission Offering.

W 10 15 Thirteenth Sabbath Offering—The offering received on, or designated for, the thirteenth Sabbath of each quarter, a portion of which is devoted to designated projects in world divisions according to a schedule voted by the Annual Council, is divided as follows:

1. *Division of Offering*—Twenty-five percent of the actual amount of funds received by the General Conference for the Thirteenth Sabbath Offering will be appropriated to the designated projects, and the remaining seventy-five percent to the world mission funds.

2. *Cut-Off Date*—For the purpose of computing the Thirteenth Sabbath offering, the remittances for one month beyond the closing date of the quarter shall be included in the calculation.

W 10 20 Sabbath School Investment—~~+~~ *Purpose*—In order to encourage further giving to the mission program and to raise mission funds through various individual or family projects, the plan known as Sabbath School Investment was developed. This plan is not particularly tied to a regular time period nor a weekly or quarterly appeal for the offering but is a continuing program to promote an increase of mission gifts beyond normal regular giving on the basis of financial returns from special fundraising projects decided on by individual members or groups. Such proceeds or offerings are received at any time, but periodically a special promotional appeal is presented in the Sabbath School.

2. *Sabbath School Investment Funds*—All Sabbath School Investment funds are recognized as General Conference funds and designated as a portion of the world mission funds. Twenty-two and one-half percent of the Investment funds are appropriated for frontier outreach and/or large city evangelism as follows:

a. Twenty-two and one-half percent to the divisions in proportion to the regular annual base appropriations

b. Projects to be benefitted by the Sabbath School Investment should be designated annually by division committees.

W 10 25 Birthday and Thank Offerings—An appeal in the Sabbath School periodically suggesting that a special mission gift would be appropriate in recognition of God’s blessing on the occasion of a birthday or other commemorative event for which thankfulness might be expressed. Such offerings have added a substantial amount to the available mission funds over the years, and are included with other Sabbath School offerings to expand the cause of missions around the world.

W 15 Camp Meeting Mission Offering

W 15 05 Mission Emphasis—Conferences/Missions are urged to follow the plan of emphasizing mission giving in connection with camp meetings and/or district and regional meetings.

1. *Sabbath School*—At the Sabbath School hour during camp meeting, the

appeal is to be confined to the regular Sabbath School mission offering.

2. *Worship Service*—If a camp meeting offering for missions is taken at a Sabbath morning worship service, such offering will be divided as follows:

a. When there are two Sabbaths in the camp meeting program, the worship service offering is to be distributed in one of two ways. The offering may be divided on each of the two Sabbaths on a fifty-fifty basis between local needs and the mission offering, or the offering may be designated on one Sabbath entirely for local needs, and on the other Sabbath entirely as a mission offering.

b. When there is only one Sabbath in the camp meeting program, the offering is to be divided on a fifty-fifty basis between local needs and missions.

c. When the worship service offering is received at camp meetings, attendees should be told how the offering is to be allocated. Further, they should be advised that they have the right to designate in writing how their own camp meeting offering is to be divided between local projects and missions.

W 20 Disaster and Famine Relief Offering

W 20 05 Annual Offering—1. *Date of Offering*—An offering known as the Disaster and Famine Relief offering shall be received annually throughout the world field on a date approved by the General Conference/respective division committees. The date shall be included in the General Conference/Division Calendar of Special Days and Offerings.

W 20 10 Purpose (Use)—This offering shall be used for the temporary and emergency relief of human need including medical care, food, clothing, and housing. It shall not be made available to denominational entities.

W 20 15 Promotion—The Adventist Development and Relief Agency International (ADRA) shall be responsible for preparing the offering promotional materials. ADRA Africa shall promote the offering within its territories.

W 20 20 Distribution—1. The total amount of the offering shall be remitted monthly to the General Conference and shall be distributed as follows:

a. Fifty percent of the amount received from each division, except the North American Division, shall be reverted to the respective division for ADRA use.

2. No more than 5 percent of the gross proceeds of the offering shall be used by ADRA International for promotional materials.

3. No more than 6 percent of the amount allocated to any entity shall be spent by that entity on administrative expenses unless granted prior approval by ADRA International. “Administrative expenses” shall be understood to include the salaries and expenses of the staff and all office-associated expenses of the respective ADRA administrative headquarters.

4. The net amount of the offering remitted to the General Conference shall be credited monthly to ADRA International.

W 25 Special Offerings

W 25 05 Special Offerings—When a special offering is announced in the churches, the entire offering, including both the contents of the special envelope, when one is provided, and all loose money received, will be applied to the credit of the special offering of that day.

W 30 Alternative Offering Plan

W 30 05 Alternative/Combined Offering Plan—Unions may opt to be on the Combined Offering Plan, which replaces the one outlined above. When this plan is adopted, the following shall be the method of distribution:

| | |
|--------------------|------------|
| Local church | 50 percent |
| Local conference | 20 percent |
| Union | 5 percent |
| Division | 5 percent |
| General Conference | 20 percent |

W 35 Adventist World Radio Annual World Offering

W 35 05 Annual Offering—The Adventist World Radio Offering shall be received annually throughout the world field on a date approved by the division executive committees. The date shall be included in the Division Calendar of Special Days and Offerings. Divisions that follow a combined offering plan covering world mission offerings shall include Adventist World Radio in that plan.

W 35 10 Purpose (Use)—This offering shall be used for Adventist World Radio broadcasts, operations, and projects around the world. Adventist World Radio shall work with the division administration to provide funding from these offerings to meet the objectives of the denomination in accomplishing the mission of Adventist World Radio in that division. It shall only be made available to denominational entities for projects that are directly related to the mission of Adventist World Radio.

W 35 15 Promotion—Adventist World Radio shall prepare offering promotional materials and templates. Divisions are encouraged to modify or translate these materials for use in their fields. Divisions which send copies of the promotional materials along with proper invoicing shall be reimbursed for the cost of the promotion up to 10 percent of the offering received from that division the previous year.

W 35 20 Processing of Funds—The annual offering and related offerings shall be remitted monthly to the General Conference.

INGATHERING

X 05 History, Philosophy, and Objectives

X 05 05 History—Ingathering began in 1908 in North America. In that year, \$96,964 was raised. Annual Ingathering campaigns were held in North America exclusively until 1919. In 1920 the Ingathering campaign was introduced to other divisions, and it grew steadily over the years as a major humanitarian outreach program of the world Church. In the first 80 years of its existence, the Ingathering campaign raised over half a billion US dollars to help meet human need around the world.

X 05 10 Philosophy—The plan of salvation is centered in Jesus. He left heaven on His great mission of love and came to this world so overflowing with human suffering and woe. Jesus worked tirelessly to meet the physical and spiritual needs of humanity. In life and in death, Jesus revealed God's purpose for mankind, to restore man to the image of God. Jesus is the great example for His followers to emulate. He assigns them the same task. As His representatives, they are to help alleviate human suffering and need. In the final judgment, Jesus the Judge will divide people into just two groups—those who responded to the needs of others and those who did not. The Ingathering program provides an opportunity each year for church members to invite friends, community, the general public, business leaders, and governmental agencies to participate in meeting some of the enormous needs of the world.

X 05 15 Objectives—The annual Ingathering campaign is part of a multiple outreach ministry sponsored by the Seventh-day Adventist Church. The objectives are:

1. To involve church members as active participants in the annual Ingathering campaign.
2. To visit in the homes and businesses of people, sharing the love and hope of Jesus Christ, assessing and helping them to meet their physical and spiritual needs, praying with them, sharing literature, and making friends.
3. To present specific project needs and to invite a response in financial support, donations in kind, or contributions of volunteer labor.
4. To share with the public the humanitarian work of the Seventh-day Adventist Church.
5. To report on projects that have been previously promoted.

X 10 Plan, Campaign, Materials and Promotion

X 10 05 Plan—The Ingathering plan may be followed by all unions.

X 10 10 Campaign—Unions shall determine times when the Ingathering campaign is to be held within their territories. Such times may vary throughout

the year in different parts of the division.

X 10 15 Materials—Unions are responsible for promotional materials that are used in the annual Ingathering campaign within their territories. This responsibility includes, among others, matters relating to content, printing costs, and the selection of a publisher.

X 10 20 Design and Promotion—In general, the design and promotion of the Ingathering program are the responsibility of the Sabbath School and Personal Ministries Department, unless the Division assigns the responsibility elsewhere. Close cooperation with Treasury shall be maintained at all church levels.

X 15 Administration and Use of Ingathering Funds

X 15 05 Administration—Ingathering funds are administered by the divisions in which those funds were raised.

X 15 10 Use of Ingathering Funds—Ingathering funds are to be used:

1. To help meet humanitarian needs around the world.
2. To help meet the need for health care, education, community service, disaster relief, food distribution including famine relief, and similar projects.
3. To finance the specific projects for which funds were solicited. Donor and recipient organizations shall both negotiate and mutually approve any changes in respect of any project for which funds have been raised if it is proposed that such project be cancelled, reallocated, or altered in any significant way. Consultation and approval for such changes shall take place prior to implementation of change.

X 20 Ingathering Funds and Provisions for Adoption

X 20 05 Ingathering Funds—Divisions may select Ingathering projects either inside or outside of their own geographical territory. Through the Ingathering campaign, divisions will raise funds that are to be used for the implementation of such projects.

X 20 10 Provisions for Adoption—The Southern Africa-Indian Ocean Division may request another division to adopt Ingathering projects within its territory. In response to a request for adoption, a donor division may agree to adopt a project in an implementation partner division. When such an agreement is reached, the recipient division and the donor division are to work closely together in all matters pertaining to the adoption, including the preparation of promotional material, budgeting for the project, fund raising, the remittance of funds, monitoring progress on the project, and the preparation of a final report on the completed project. Donor divisions have the right to demand an audited report on any project from recipient divisions. Where matching public monies are expended, financial reports are normally required for submission to funding agencies.

X 25 The Role of the Division Executive Committee

X 25 05 Division Executive Committee—The Division Executive Committee is responsible for:

1. The approval of all Ingathering projects as outlined in X 20 05.
2. The approval by implementation partner divisions of all project adoption requests as outlined in X 20 10.
3. The approval by donor divisions of all project adoptions as outlined in X 20 10.

NOTE: Division Executive Committees may delegate this responsibility, provided appropriate terms of reference are in place, including provisions for regular reports to the Division Executive Committee.

X 30 The Role of Adventist Development and Relief Agency

X 30 05 Adventist Development and Relief Agency—The Adventist Development and Relief Agency (ADRA) has unique expertise in the operation of humanitarian projects. In order for divisions to benefit from the knowledge and experience of ADRA, close cooperation is encouraged in the Ingathering program between the Sabbath School and Personal Ministries Department and ADRA on all levels of the Church including the following:

1. The selection of suitable Ingathering projects, particularly where there is a possibility of obtaining matching grants from governmental funding agencies.
2. Writing proposals in support of requests for project adoptions.
3. The preparation of promotional material, including pictures.
4. The writing of contracts/agreements, particularly where matching grants have been secured.
5. Monitoring project implementation, including the budget, from start to finish.
6. Arranging for the transfer of funds directly to the project, if possible, thus enhancing the speed and efficiency of project implementation.
7. Preparing a final report in required format, ensuring that an audit or financial review as required is completed.
8. Ensuring accountability at all stages of project development.

X 35 Ingathering Procedures, Donor Divisions, and Reporting

X 35 05 Procedures—Detailed procedures for the operation of the Ingathering program have been negotiated between the General Conference and its divisions, and are to be officially approved and updated by committees that have been assigned the task of overseeing the implementation of Ingathering policies. In cases where arbitration is required, the General

Conference Ingathering and Development Committee shall serve as arbitrator. All divisions shall abide by these procedures.

X 35 10 Donor Divisions—In addition to the opportunity provided in policy for divisions to adopt projects in any other division, three of the world divisions have traditionally served as donor divisions, supporting projects outside of their territories. These three divisions, the Euro-Africa Division, the North American Division, and the Trans-European Division have been requested to maintain their percentage levels of support for such Ingathering projects in the future. The North American Division has been asked to use a part of its additional Ingathering income to provide for certain Ingathering projects that were previously supported through the General Conference budget. Under this policy, the General Conference no longer receives Ingathering funds for use in its budget.

X 35 15 Reporting—Divisions are required to report to the General Conference on an annual basis the total amounts raised through Ingathering.

REMUNERATION OF AND ASSISTANCE TO EMPLOYEES

*[Each denominational entity shall develop a policy
to cover the remuneration of its community workers.]*

Y 05 Philosophy of Remuneration

Y 05 05 Philosophy of Remuneration—1. *Introduction*—In order that there may be an equitable basis for the remuneration of denominational employees, the following principles and policies have been adopted for the Seventh-day Adventist Church.

2. *Philosophy*—The Church has accepted the commission given by Jesus Christ to His disciples to proclaim the gospel to the entire world. Many agencies are utilized to accomplish this spiritual task. Each employee has the privilege and responsibility to personally identify with and participate in the mission of the Church and its central objective—the salvation of humanity (2 Cor 4:1-6). “There are needed in the cause of God workers who will make a covenant with Him by sacrifice, who will labor for the love of souls, not for the wages they receive.”—CH 302 “ . . . The work of God was founded in a sacrifice, and only by a sacrifice can it be carried forward.”—2SM 211.

The work of the Church, inclusive of all denominational organizations, is born out of the Gospel Commission and calls for a life of dedication and selfless service based on the example of Jesus Christ (Matt 28:19, 20; John 15:16; 7T 215, 216; 1MR 85; CH 316).

Remuneration shall be guided by principles set forth in the Bible and the Spirit of Prophecy counsels of Ellen G White, and informed by community practices and statutory requirements.

a. Responsibility for, attitude toward, and unity of the work: “You did not choose me, but I chose you and appointed you to go and bear fruit—fruit that will last.”—John 15:16, NIV.

God worked in the beginning (Gen 1:1), and work was assigned to humanity before the fall (Gen 1:26; 2:15). “My Father is working still, and I am working.”—John 5:17, RSV.

“Nothing is drudgery to the one who submits to the will of God. ‘Doing it unto the Lord’ is the thought that throws a charm over the work that God gives him to do.”—Lt 43, 1902.

“The work of God in all its wide extent is one, and the same principles should control, the same spirit be revealed, in all its branches. It must bear the stamp of missionary work.”—2SM 178.

While the work of God is one, all have individual roles to fill (1 Corinthians 12).

b. Faithfulness and productivity are required, employees are

responsible for value of wages received: “God will require a return from men in proportion as they set a value upon themselves and their services, for they will be judged according to their deeds, and by no less a standard than they themselves have established. If they have accounted their talents of so great value, and placed a high estimate upon their abilities, they will be required to render service proportionate to their own estimate and demand. Oh, how few have any real acquaintance with the Father or with His Son Jesus Christ. If they were imbued with the spirit of Christ they would work the works of Christ. ‘Let this mind be in you, which was also in Christ Jesus’ (Phil 2:5).”—2SM 194, 195.

c. Wages should be reasonable, ample, fair, and just: “Then I will draw near to you for judgment; I will be a swift witness against those who oppress the hireling in his wages.”—Mal 3:5, RSV.

“He has showed you, O man, what is good; and what does the Lord require of you but to do justice, and to love kindness, and to walk humbly with your God?”—Mic. 6:8, RSV.

“The laborer is worthy of his wages.”—Luke 10:7, NKJV.

The Spirit of Prophecy counsels of Ellen G White affirmed that the wages paid to the Church’s workers should be “sufficient to support themselves and their families.” She asked, “Are not those who faithfully engage in this work [of disseminating truth, and leading souls to Christ] justly entitled to ample remuneration?”—AA 341.

“Those placed in leading positions should be men who have sufficient breadth of mind to appreciate persons of cultivated intellect and to recompense them proportionately to the responsibilities they bear. True, those who engage in the work of God should not do so merely for the wages they receive, but rather for the honor of God, for the advancement of His cause, and to obtain imperishable riches. At the same time we should not expect that those who are capable of doing with exactness and thoroughness work that requires thought and painstaking effort should receive no greater compensation than the less skillful workman.

“To connect the right class of laborers with the work may require a greater outlay of means, but it will be economy in the end; for while it is essential that economy be exercised in everything possible, it will be found that the efforts to save means by employing those who will work for low wages, and whose labor corresponds in character with their wages, will result in loss. The work will be retarded and the cause belittled. Brethren, you may economize as much as you please in your personal affairs, in building your houses, in arranging your clothing, in providing your food, and in your general expenses; but do not bring this economy to bear upon the work of God in such a way as to hinder men of ability and true moral worth from engaging in it.”—5T 551.

d. Equality and unselfishness: “For as the body is one, and has many members, but all the members of that one body, being many, are one body: so also is Christ. For in fact the body is not one member but many. If the foot should say, ‘Because I am not a hand, I am not of the body,’ is it therefore not of the body? And if the ear should say, ‘Because I am not an eye, I am not of the body,’ is it therefore not of the body? If the whole body were an eye, where would be the hearing? If the whole were hearing, where would be the smelling? But now God has set the members, each one of them, in the body just as He pleased. Now you are the body of Christ, and members individually.”—1 Cor 12:12, 14-18, 27, NKJV.

“Let there be more equality among us. There is too much eager grasping for recompense. Selfish estimates of the labor done are being made.”—2SM 183. “The Lord will have faithful men who love and fear Him connected with every school, every printing office, health institution, and publishing house. Their wages should not be fashioned after the worldling’s standard. There should be, as far as possible, excellent judgment exercised to keep up, not an aristocracy, but an equality, which is the law of heaven.”—2SM 192.

e. Faith required when filling positions: “Solomon looked for a master workman to superintend the construction of the temple on Mount Moriah. Minute specifications, in writing, regarding every portion of the sacred structure, had been entrusted to the king, and he should have looked to God in faith for consecrated helpers, to whom would have been granted special skill for doing with exactness the work required. But Solomon lost sight of this opportunity to exercise faith in God.”—2SM 175.

f. Demands for higher wages not according to God’s plan: “Those who refuse to work except for the highest wages should not be encouraged to connect with this institution. We do not need those who have no spirit of self-sacrifice.”—1MR 275.

“God’s work is to go forward. Its success depends on the putting forth of consecrated efforts and the carrying out of pure principles. Amidst the apparent confusion of surrounding difficulties, we may feel at a loss to know how to proceed. Let us be sure that those who are united with the work are first united with Christ.”—Lt 106, 1903, pp 4, 5, “To the General Conference Committee,” May 30, 1903.

“Yes; and they will have the temptation continually before them. But in the matter of encouraging our physicians to set their own wages, we must be very guarded. I am sorry I am not able to present this matter fully as it has been opened up before me in the night season. I hope to be able to say more in the future regarding this question; but I can say that I must continue to bear my testimony against the idea that men may be permitted to set their own wages. Let a man begin on this line, and Satan will help him wonderfully.”—1 MR 86, 87; Ms 14, 1913.

3. *Deployment and Transferability of Employees Facilitated*—Consistency in the classification of job titles and functions, along with adherence to a widely applicable remuneration plan (salary, allowances, benefits, etc) on a division-wide or country-wide basis, preserves the organization’s ability to both attract employees from and share employees with other denominational entities.

The eligible employee pool from denominational entities is relatively limited in view of the Church’s right and intent to prefer Seventh-day Adventists to carry out the Gospel Commission. When various denominational organizations subscribe to the same remuneration plan, the deployment of personnel is more easily facilitated. Separate remuneration plans among denominational organizations give rise to competition and ultimately impede the orderly progress of the Church’s work and mission.

4. *Remuneration Defined*—Employee remuneration encompasses a broad range of cash and non-cash items such as gross salary, benefits, allowances (such as housing allowance, motor vehicle depreciation, and employer provided housing), incentives, bonuses, etc. The particular combination of remuneration components will vary from union to union. It must be understood that in parts of the world where salary levels are relatively low in comparison to the value of employee benefits and allowances, certain benefits may have to be dealt with outside of the maximums defined in paragraph 6 below. Where deemed necessary, this will be approved by a major meeting of the Southern Africa-Indian Ocean Division Executive Committee.

Where desirable and embraced within the Division’s remuneration plan, the controlling boards/committees may establish remuneration rates for support staff which are based on the average paid in the surrounding community for each job classification/category. This provision applies to those positions with a maximum remuneration level that does not exceed the remuneration, inclusive of all benefits and remuneration as defined in the above paragraph, for an ordained local church pastor.

5. *Objective*—The objective of each remuneration plan is to provide employees with an adequate income, while endeavoring to provide a reasonable level of comfort. Because of the principles of equality and self-sacrifice, it is accepted that increased responsibility may require a greater level of sacrifice.

6. *Principles of Remuneration Plan Development*—a. *Division Remuneration Committee*—i) Purpose—The Southern Africa-Indian Ocean Division Executive Committee shall appoint a Division Remuneration Committee to recommend to its year-end committee a remuneration plan/s and remuneration levels to be used within its territory.

ii) Membership—The membership of this committee shall be as follows:

Division Treasurer/ Chief Financial Officer, chairperson

Division Under-treasurer/Deputy Financial Officer, secretary

Division Associate Treasurers / Financial Officers

Division Associate Secretary

Division Education Director

Division Health Ministries Director

Division Publishing Ministries Director

1 Union President

1 Union Treasurer / Chief Financial Officer

1 Union institution accountant

1 Frontline pastor

9 Laypersons, one from each union, with appropriate skills, who have an understanding of denominational policy and practice.

b. *Principles and Guidelines*—i) In the preparation of a remuneration plan/s, the committee shall bear in mind that denominational employment is a call to service and is therefore characterized by a different set of standards or references to those prevalent in society or in merely business and commercial enterprises. All employees—pastors, administrators, and support staff—participate in a ministry on behalf of the Church. Remuneration plans should thus promote and maintain a sense of collegiality among all employees.

The Southern Africa-Indian Ocean Division and its institutions shall use the remuneration plan structure of the union/country where they are located as the basis for calculating their remuneration plans. Any variation from the structure of this remuneration plan shall be reviewed by the Division Remuneration Committee and referred to the Southern Africa-Indian Ocean Division Executive Committee prior to implementation.

ii) Remuneration plans incorporate the following features and, prior to their adoption, shall be reviewed by the Southern Africa-Indian Ocean Division Executive Committee to determine adherence to these broad principles and guidelines:

a) Unity and consistency in job classification and relative ranking within the Division.

b) Preference for a single remuneration plan in the division for all employees that encourages employee collegiality, especially between pastoral workers and administration. Accordingly, the remuneration of a division president shall not exceed by more than 25 percent the remuneration of the highest classification of an ordained local church pastor.

c. *Alternate Remuneration Plans*—Although the main remuneration plan should normally be the predominant standard for all denominational organizations in the Southern Africa-Indian Ocean Division, in some unique

and limited situations a major meeting of the Division Executive Committee may authorize an alternate remuneration plan(s).

In such cases the remuneration plan(s) must reflect the sacrificial service philosophy as expressed in this policy and be informed by the norm for remuneration of ordained pastors and the median market values as revealed in relevant surveys of community practice. In any case, the maximum remuneration (salary, estimated average annual value of employee benefits, bonuses, allowances, etc) for positions under consideration, other than the chief executive, shall not exceed the lower of either the halfway point in the gap between a local church pastor's remuneration and the relevant market median (50th percentile) or 75 percent of the relevant market median (50th percentile).

The remuneration of a chief executive may be determined after establishing, according to the above provisions, a remuneration level for senior officers. The chief executive remuneration shall not exceed the remuneration of other senior officers by more than ten percent nor shall it be greater than if calculated under the provisions in the above paragraph using relevant median market values for chief executive compensation.

Where such a remuneration plan(s) is deemed to be useful, it shall be determined by the Southern Africa-Indian Ocean Division Executive Committee at either the mid-year or year-end meeting. The maximum remuneration under any such plan shall not exceed by more than 25 percent the maximum remuneration allowed under paragraph b above for the position of Division president when the division president's maximum rate is applied to the local area where the organization under consideration is located. The average value of allowances shall not exceed those provided for under current policies other than the allowances which are calculated as a percentage of remuneration.

d. A clearly defined method and time frame for determining how and when an employee advances from minimum to maximum remuneration based on performance evaluation.

e. Remuneration levels that do not discriminate on the basis of race, color, national origin, disability, gender, age, or any other basis prohibited by law and are not contrary to biblical principles.

f. Remuneration factors for the area applied to the various levels of church organization in the same locality, and which take into account cost of living/cost of housing for the area.

g. Government regulations concerning employee remuneration observed at all times.

7. *Economic and Geographic Variations*—National or locally hired employees shall be remunerated on the basis of the church remuneration policy and practice in effect in the location or country in which they reside.

Employees retained under interdivision or intradivision policies shall receive remuneration in harmony with the applicable policies for each classification.

8. *Setting Wages*—When setting individual wages the following items should be taken into consideration with respect to each employee:

- a. Preparation, education, and commitment.
- b. Previous experience and achievement.
- c. Years of service.
- d. Responsibility and annual evaluations.

9. *Remuneration Adjustments*—From time to time remuneration adjustments may be necessary to either increase or decrease remuneration within this philosophy. Factors to be considered in making such adjustments shall include the financial resources available, cost of living changes, competitive wages, and performance appraisals.

10. *Variations for Commercial Business Organizations*—When organizations operate health care institutions and health food factories whose viability rests on their success in the commercial environment and who do not receive denominational appropriations, and who derive a significant majority of their income from nondenominational sources, they may establish guidelines governing remuneration levels and/or compensation benefits (allowances) which to a limited extent reflect the prevailing remuneration level of the local environment. Each board/governing committee will exercise its judgment within the parameters set by the Division in evaluating the combined effect of the sacrificial service philosophy as expressed in this policy and the median market values as revealed in surveys of community practice. The remuneration levels of each institution/organization of the Church under this category shall be reviewed and, where legally permissible, approved by a major meeting of the Southern Africa-Indian Ocean Division Executive Committee, at either its mid-year or year-end meeting.

Y 10 Wage Scale

Y 10 05 Basis of Remuneration—In order that there may be an equitable basis for the remuneration of various classes of employees, a denominational wage scale, which applies in principle throughout the world, has been adopted. Minimum and maximum rates have been set for the different classes of employees, with the understanding that employees of long experience and tried service be rated at or near the maximum, whereas those of less experience and shorter service will be rated closer to the minimum. The Southern Africa-Indian Ocean Division wage scale is set in harmony with the General Conference wage scale.

The wages of young employees starting in the work as directors of departments shall be set at the same rate as young employees starting in the

ministry, and the rate of the two types of employees shall be advanced about equally, according to their development.

Y 10 10 Compensation Review Committee—1. a. The Southern Africa-Indian Ocean Division Executive Committee shall annually appoint a committee to review the expense accounts of division employees and set their wages and those of union officers for the ensuing year.

b. This review committee shall consist of the Division officers, one or more visiting representatives of the General Conference who may be available, representatives from the union conferences/union missions and division institutions, and three to five individuals selected from the membership of the Division Executive Committee of whom two must be laypersons.

c. The Division Executive Committee shall have power to make such adjustments in the wages of clerks and other routine employees as may be necessary from time to time. (See General Conference *Working Policy*, By-laws, Art. XVI)

2. a. For Division institutions, the respective boards shall appoint a committee to review the expense accounts of the institutions' employees and to set the wages of the ensuing year for the heads of the institutions and their employees.

b. This review committee shall consist of the Division officers, vice chancellor/president/rector, vice-president for finance/business manager and representatives from unions and two additional persons selected from the members of the board.

Y 10 15 Credit for Nondenominational Service—When persons are called to denominational service from nondenominational employment, they may be granted recognition for at least 50 percent of the time spent in nondenominational employment, for the purpose of determining their position on the wage scale. If the service has been relevant (e.g., from a teaching post to a teaching post, or from accounting to accounting) recognition may be as high as 100 percent. This excludes retirement benefit service record credit.

Y 10 20 Definition of Wage Factor—The wage factor shall be understood to mean the figure at which each union shall set the 100 percent salary amount for each of its organizations. It is recognized that the wage factor may differ from union to union, because of differing circumstances within each union. The wage factor may also differ between countries within the same union.

Y 10 25 Establishing Wage Factor—In arriving at the actual figure which shall be regarded as 100 percent on the wage scale (the wage factor), union committees shall act in harmony with general practice in the denomination, relating wages paid to the average earnings in the country, while taking into account the standard of living and the earning power of church members, but bearing in mind that remuneration is on the basis of mission service. The Division Executive Committee shall approve the figure at which the wage

factor is set, taking into consideration the financial ability of the organization concerned.

Y 10 30 Multi-Wage Factors—The Southern Africa-Indian Ocean Division has a one percentage scale factor with multi-wage factors for all employees throughout its territory. The five established wage factors will be determined by the following qualifications and will be based on PEXY (Position, Education, Experience, Years of Service)

| | |
|----------------------------|------|
| 1. Degree/Equivalent | 100% |
| 2. Diploma | 80 % |
| 3. Certificate – A ‘Level’ | 60 % |
| 4. Ordinary Level | 50 % |

5. The implementation of the fifth wage factor will be at the discretion of each Union considering their specific needs and the prevailing laws of the land.

For the implementation of this policy, it is recognized that a phase-in period of up to five years will be required, commencing in 2011.

Y 10 35 Professional Qualification Allowance—In recognition of employee professional/academic qualifications, and as a self-improvement incentive, all employees holding the following degrees, or their recognized professional/academic equivalents, shall be granted a Professional Qualification allowance:

1. *Baccalaureate degrees*—Where employees hold baccalaureate degrees they shall be entitled to a professional qualification allowance equivalent to an additional 2 percent of their respective wage factors.

2. *Master’s degrees*—Where employees hold master’s degrees they shall be entitled to a professional qualification allowance equivalent to an additional 1 percent of their respective wage factors above that granted those with baccalaureate degrees.

3. *Doctoral degrees*—Where employees hold doctoral degrees they shall be entitled to a professional qualification allowance equivalent to an additional 1 percent of their respective wage factors above that granted those with master’s degrees.

Y 10 40 Uniform Wage Factor—Some organizations/institutions in a given union, within the same country and sharing the same currency, are located in regions with vastly dissimilar economies, e.g., institutions situated in, and depending on, poor rural areas for their income, as compared with those situated near, and obtaining their income from, urban industrialized areas.

In some organizations/institutions membership distribution, organizational structure and size, staffing levels and population targets do not match the financial operating requirements of the organization/institution because of meager income.

Such situations, along with other factors obtaining in union territories, result in wage factor disparities between organizations/institutions. It is the purpose of this policy to harmonize these existing disparities in order to establish one uniform wage factor in each union, which shall be operated through a Centralized Salaries Account (CSA) supervised by the union.

Salaries shall be paid to employees through bank transfers from the CSA to their bank accounts across the union/country, or as may be advised by each employing organization. Deductions for rent, loans, payments on account, and government taxes shall be done at the union, after which payments shall be made to both the employing organizations and the government revenue offices.

1. *Conference and Field Remittances to the Union CSA*—Conferences and fields in each union where a uniform wage factor has been established shall remit, to a Centralized Salaries Account operated by the union, such amounts of tithe/non-tithe funds as are necessary for the purpose of paying salaries and allowances.

The amounts of these contributions shall be based on percentages determined by the union executive committee at its year-end meetings when the union operating budget is voted for the ensuing year.

Those organizations which are financially stronger may contribute more funds than are needed to pay the salaries and allowances of their own employees, in order to share their excess contributions with those organizations which are financially weaker because of the economies in which they function.

On the other hand, weaker organizations may contribute lesser amounts to ensure that they stay within the 50 percent requirement of the salaries and allowances ratio to gross tithe. For the purpose of this policy and in accordance with the tax laws of each country, four general salary areas have been identified: basic salary, tax assistance, auto depreciation and any statutory pension fund contributions. These shall be remitted monthly by each organization/institution to the Central Salaries Account (CSA). It must be noted that there may be variations, and even additions, of the statutory deductions from country to country.

It shall be the responsibility of each conference/field/institution to remit funds to the CSA by the 15th of each month in order to eliminate delays in the payment of salaries. Care shall be taken by the controlling officers in each organization/institution to ensure that funds are set aside to facilitate this process.

2. *Institution Remittances to the Union CSA*—Union institutions which do not depend on tithe income for their operations, but want to participate in the uniform wage factor operated by the union through a Centralized Salaries Account system, shall make their contributions to the CSA on the basis of their gross incomes using the formula stipulated in Y 10 40, point 1 above.

3. *Date of Monthly Remittance*—It shall be the responsibility of each conference/field/institution to remit funds to the CSA by the 15th of each month in order to eliminate delays in the payment of salaries. Care shall be taken by the controlling officers in each organization/institution to ensure that funds are set aside to facilitate this process.

4. *Employment of Additional Staff*—In a union where a uniform wage factor has been established, no organization/institution shall employ any additional staff for which no budget has been approved.

Y 10 45 Package Plan—*Alternative to Certain Allowances*—1. Unions and regional entities like AAIM and AWR may develop a package plan to replace certain allowances. Such package plans shall be all-inclusive, and therefore exclude all allowances and benefits extended to non-package plan employees. Items specifically excluded from such package plans shall be:

a. Medical aid benefits which shall be administered according to the local statutory regulations and the registered rules of each scheme,

b. Pension benefits which shall be administered according to local statutory regulations and the registered rules of each fund.

c. Education assistance, Book and Equipment allowance, and Travel allowance according to the locally approved policies of the denominational entities opting for a package plan.

2. All package plans shall be approved by the Southern Africa-Indian Ocean Division Executive Committee before implementation.

Y 15 House Rent

Y 15 05 Rent Allowance—1. *Procedure*—When it is found necessary, denominational organizations may grant employees an allowance to assist in meeting excessive rent expense for the accommodation needed by employees and their families. To qualify for rent allowance the employees shall rent their accommodation in counsel with the officers of the employing organization.

2. *Amount*—The amount of allowance is determined by the employing organization, taking into account the cost of suitable housing/accommodation in the locality where employees are required to live. The allowance shall not exceed the rent ceiling set for the area by the governing committee.

3. Each organization will determine at what level of service an employee may be provided rent assistance.

Y 15 10 Rent Deductions—1. *Employees' Responsibility*—A denominational employee ordinarily is not expected to pay more than 7.5 percent of his/her salary as rent, excluding furniture, heat, gas, light, and water. When accommodation is furnished, an additional 2.5 percent of salary is levied for the furniture.

2. Where two single employees share accommodation, each shall pay a proportionate percentage of the amount they would pay were they occupying the house alone.

3. This policy shall apply to all countries except where government regulations require otherwise.

4. Free accommodation shall be granted to college deans and secondary boarding school preceptors and preceptresses where such accommodation forms part of the college/school dormitory. However, where separate and distinct facilities are available, and/or the entrance to and from the facilities or residential apartment is entirely separate from the dormitory, the regular rent policy shall apply.

5. Single employees will pay the same percentage of their salary, as married employees when they occupy denominationally owned houses or flats.

6. When a single employee occupies a single unfurnished room, the employee shall pay 2.5 percent of his/her salary as rent. When the room is fully furnished, the percentage shall be 3.5 percent.

7. When a single employee pays an inclusive figure for board and lodging, room rent shall be considered to be 50 percent of this inclusive charge, up to 75 percent of the single employee's rent ceiling for the area, and rent subsidy shall be calculated on this figure.

8. Where an organization asks a single employee to occupy a room in a house allocated to a family, the rent shall be set by the employing organization and shall accrue to the family occupying the house.

Y 15 15 Home Maintenance—1. Provision is made for each union to formulate its own policy with regard to the upkeep of denominationally owned homes and gardens.

2. Any improvements to a house shall be approved by the governing committee. Permanent improvements made to the house by the occupant become a fixture of the house and are not to be removed.

Y 15 20 Rent Ceilings—Each union committee shall determine the maximum rent payable by employees in the various economic zones within their territories, in consultation with their subsidiary organizations.

Y 20 Home Owner's Allowance

Y 20 05 Home Owner's Allowance—1. In certain areas designated by the union committee, when an employee serving within his/her home union owns a house and lives therein, he/she may be granted a home owner's allowance equal to the rent ceiling applicable to his/her area as set by his/her union committee.

2. The receipt of homeowner's allowance by an employee shall not prevent his/her leasing a minor portion of his/her house, provided his/her family is adequately housed.

3. Each union committee is authorized to adapt the homeowner's allowance policy to meet conditions within its own territory and recommend a modified policy to the Division Executive Committee for its approval.

4. When an employee accepts a homeowner's allowance, he/she at the same time also accepts the full range of responsibilities involved in home ownership.

Y 25 Furniture for Employees' Homes

(Y 25 05 of this section entitled, **Responsibility of Employing Organization**, has been transferred to *SID Working Policy M.*)

Y 25 10 Furniture Loans—Where it is deemed essential, and providing funds are available, controlling committees may consider granting employees furniture loans subject to the policy guidelines outlined hereunder:

1. It is understood that the applicant has no other funds available for the purchase of such furniture.

2. Loans shall be, restricted to the purchase of the following essential items:

Living-room suite

Dining-room table and chairs

One double or two single beds and corresponding mattresses

A stove and refrigerator.

The purchase of these items shall be done in counsel with the treasurer/ chief financial officer of the employing organization.

3. Loans shall not exceed a sum to be determined by the controlling committee, which also shall establish a ceiling for total loans. Loans plus interest shall be payable in full over a period not exceeding 24 months.

4. Ownership of the furniture shall remain with the loaning organization until the loan is repaid in full.

5. Interest shall be charged on furniture loans at 12 percent per annum assessed monthly.

6. A loan agreement is to be negotiated and signed by both parties.

7. Only one loan will be granted to a family.

8. The Southern Africa-Indian Ocean Division total ceiling for furniture loans shall be US\$50,000 as prescribed in 3 above.

9. The limits for loans shall be as follows:

1/3 of Scale I annual salary

1/4 of Scale II annual salary

1/6 of Scale III annual salary.

Y 30 Health Care

Y 30 05 Medical Expense—1. Employees having medical, dental, optical, obstetrical or hearing expenses, including appliances, medical drug expense, or laboratory and physicians' fees, may be granted 75 percent of the expense on receipted accounts and receipts for purchases for which actual payment has been made.

2. Assistance on the purchase of medicines, including vitamins, shall be allowed only if purchased on a physician's prescription, or with a physician's written order in the case of non-prescription purchases. Prescription purchases should bear the prescription number or other identifying marks. However, in the case of persons having need to control chronic ailments by means of medicines not requiring prescriptions, the treasurer/ chief financial officer shall exercise his/her discretion in allowing such expense without a physician's written order.

3. Assistance may apply to the expense of orthopedic appliances, when prescribed by a qualified physician.

4. Assistance may apply on expenses incurred for treatment by registered chiropractic or osteopathic physicians and homeopathic practitioners.

5. An allowance of 90 percent shall apply in the case of hospitalization and hospital-related expenses. Ninety percent shall also be allowed on total medical expense in cases where costs arising from one illness, accident, or series of treatments equal or exceed the employee's monthly salary rate. However, dental expenses are excluded from the 90 percent reimbursement except when required as a result of serious accident.

6. This policy provides assistance for the medical expenses of:

a. An employee.

b. The employee's spouse, with the understanding that if the spouse is employed by another organization within the denomination, that organization is responsible for his/her reportable medical expenses.

c. The employee's unemployed, unmarried and dependent biological/natural/legally adopted children. Such dependent children of the employee are covered up to the 19th birthday, unless the children are full-time students who may receive assistance up to the twenty-fifth birthday. Exceptions will be considered in cases where children remain dependent due to certifiable physical and/or psychological incapacities/handicaps. If the spouse is employed by another organization within the denomination, that organization is responsible for 50% of the children's medical expenses.

7. Employees are asked to make their own arrangements for medical attention and be responsible to the institution or doctor for their accounts. Except in cases of emergency, employees are required to take counsel with

their employing organizations before arranging for major operations or other medical attention resulting in unusual expense.

8. The denominational medical assistance policy shall apply only to such medical expenses as may remain after first deducting sums reimbursed to the employee as medical payments by policies of insurance provided by the employing organization. In case of accidental death the corresponding benefits shall accrue to the deceased's estate.

9. This policy shall become operative for permanent full-time employees at the beginning of such employment. Institutions or organizations may establish a probationary period for their various classes of employees before considering their employment to be on a permanent basis, as long as this is done with due regard to prevailing local labor legislation.

10. Employees' medical expenses should be reported from month to month and supported by receipted medical bills from the institution or doctor, detailing the expense being reported. Receipts should be handed in monthly and not accumulated.

11. When it is necessary for an employee to travel in order to secure medical attention, such transportation costs shall be included as part of the medical expense, as follows:

a. When public transport is available, travel by this means will be reportable.

b. When no public transport is available and the round trip exceeds 50 kilometers, or when medical treatment is necessary outside the employee's city/town of residence, the relevant kilometer rate will be reportable.

c. When public transport is available and more than one patient travels in the same car for medical treatment, the cost of their tickets by public transport, up to the cost of the relevant kilometer rate, may be allowed.

d. When the patient is an adult, the cost of only one fare by public transport will be allowed, except when the patient is unable to travel alone.

e. When long and expensive journeys are necessary, or when a number of shorter journeys must be undertaken, employees shall counsel with the officers of their employing organizations before undertaking such journeys, except in those cases of emergency where this cannot be done.

f. The cost of travel, whether by public transport, or by private car at a rate per kilometer fixed by the Division, shall be subject to the same percentage allowance as other medical expenses in paragraphs 1 and 5 above.

12. a. For dental work, the maximum allowable expense per year for an individual is 1.5 times the local monthly wage factor. The total annual expense for a family is 3 times the local wage factor. This applies for curative dental care. The employee will be eligible for 75 percent reimbursement of the allowable expense in the above. However, once a year the employee and his/her family are eligible for 100 percent coverage on dental preventative

work such as annual check up and prophylaxis. This excludes pre-existing conditions, orthodontic treatment or cosmetic care.

b. The employee shall be reimbursed in accordance with medical policy for dental work involving extraction only.

c. Additional assistance for dental expense on an *ex gratia* basis may be made available in cases where the local wage factor is not sufficient to cover the expenses, subject to the availability of funds.

13. The assistance outlined above is granted on the cost level of the home country of the beneficiary. If a beneficiary travels to a country that has a higher level of health care charges, and/or where the beneficiary’s health care insurance does not apply, the additional costs incurred shall be regarded as a personal expense. [For interunion employees see N 05 10 point 2.]

14. In countries where there are other medical aid schemes available, unions/conferences/missions/fields may choose to have their employees join one of these. Where this is done, unions/conferences/missions/fields shall ensure that their employees adhere to the regulations governing such schemes, with the clear understanding that they cannot also benefit from the denominational medical scheme as set out in Y 30 05, points 1-13 above.

15. No employee or family member may benefit from more than one denominationally-funded medical benefit scheme.

Y 30 10 Periodic Health Evaluations—1. *Frequency*—Organizations shall authorize periodic health evaluations for each employee and spouse.

a. The frequency of authorized health evaluations shall be as follows:

| | |
|----------|------------------------|
| Age: | Frequency: |
| Up to 30 | Once every six years |
| 31-40 | Once every three years |
| 41-60 | Once every two years |
| 61 + | Once every year |

The special reimbursement for authorized health evaluations shall be applied on the above frequency at a hundred percent basis.

b. The Division Executive Committee may adjust the above schedule where living conditions are unusually difficult.

2. *Scope*—Health evaluations shall include a complete history, physical examination, and laboratory tests as determined essential by the examining physician. Physicians shall be encouraged to make this evaluation comprehensive and include the procedures that would identify early signs of disease or known risk factors that may be correctable.

3. *Report*—A complete report of health evaluations shall be submitted to the employing organization for inclusion in the employee’s medical file.

4. *Additional Procedures*—Where tests and procedures are indicated in addition to those provided above, reimbursement may be reported under the terms of the health assistance policy.

Y 30 15 Fully Reimbursable Medical Expenses—1. The cost of drugs and related doctors' fees for the administration of malaria prophylaxis, hepatitis prophylaxis, typhoid prophylaxis, and malaria, typhoid, amoeba, bilharzia, rickettsia, hepatitis and rabies vaccines/treatments shall be fully-reimbursable expenses. However, the cost of any hospitalization in connection with the treatment of these diseases shall be dealt with as medical expense in terms of the regular medical expense policy.

2. All health employees coming to the Southern Africa-Indian Ocean Division shall be immunized prior to embarkation with the Hepatitis B vaccine.

3. All expatriate employees situated in rural/bush areas shall receive injections of gamma globulin at four-monthly intervals.

4. The cost of immunizations necessitated by an employee's travel in connection with his/her responsibilities shall be fully reimbursed.

Y 30 20 Medical Aid Premiums—Employing organizations may consider, as a legitimate reportable expense, the monthly premiums for a denominationally employed spouse who officially opts to be covered by his/her non-denominationally employed spouse's medical aid scheme. Under such an arrangement all the denominational employee's subsequent medical and dental claims would become the responsibility of his/her spouse's medical aid.

Y 30 25 Accident Insurance—Employing organizations should arrange for appropriate accident and/or workmen's compensation insurance for their employees.

1. When the employing organization pays the premium the insurance settlement is adjusted as follows:

a. In making the adjustments, it is the right of the employee or his/her beneficiary to receive the full amount of insurance settlement granted by the insurance company covering death or permanent disability.

b. From those portions of the insurance settlement covering salary and medical expense, the employee shall, at the time of insurance settlement, first reimburse his/her employing organization for the money advanced for salary and medical expense during the employee's illness.

c. Should the amount granted as salary by the insurance company during the period of illness be less than the denominational salary for that same period, the employing organization shall reimburse the employee up to a denominational salary for the period during which the employing organization is responsible for the payment of the salary.

d. The portion of medical expense not covered by the insurance settlement shall be subject to the regular medical expense policy.

e. Should the employee receive from the insurance settlement for salary and medical expense more than the employing organization has

advanced for said items, he/she shall refund to the employing organization only the amount originally advanced by that organization.

f. This basis of settlement does not affect any additional insurance policy the employee carries, for which he/she has paid the premium.

2. If the employee elects to take additional accident insurance coverage under the policy provided by his/her employing organization and the employee carries the increased premium expense, the additional benefits of the policy covered by the added premium shall accrue to the benefit of the employee.

3. When the employee and the employing organization share in the basic premium of an accident insurance policy, the foregoing provision shall apply, but on the same percentage basis as the premium cost is divided, except that death or permanent disability portions of such settlements shall accrue in full to the individual employee or his/her estate.

Y 30 30 Orthodontic Care, Elective Plastic Surgery, Unusual Treatments/Provisions—1. Such costs may be considered reportable as follows:

a. To correct congenital defects that interfere with normal functions.

b. To correct defects that produce severe emotional trauma.

2. Application must be made in writing to the employing organization and be accompanied by an estimate from the surgeon/orthodontist, which shall include diagnosis, indications for surgical or other treatment, prognosis and cost. Authorization must be received in writing prior to undertaking the proposed treatment.

3. Reimbursement of reportable surgical expense for this policy shall be at the 90 percent rate.

Y 35 Educational Assistance

Y 35 05 Educational Assistance—Eligibility—Educational assistance for biological or legally adopted children of employees may be granted only to full-time employees receiving denominational service credit, and whose unmarried dependent children are attending Seventh-day Adventist schools, where accessible. In terms of this policy, where both spouses are employed by the denomination, educational assistance shall be granted only once for each eligible child. Should the parents be employed by different denominational entities, the cost of educational assistance shall be shared equally between the employing organizations.

Y 35 10 Educational Assistance—Denominational Schools—1. An employee whose children are attending Seventh-day Adventist boarding schools shall receive from his/her employing organization educational assistance of up to 70 percent of the cost of tuition and all required fees including parent/teacher fees, textbooks and classroom supplies (but not

uniforms) for dormitory students, and up to 60 percent for non-dormitory students. The cost of fees for a special examiner occasioned by required examinations being scheduled for Sabbath may be included.

2. Educational assistance shall not include charges for private music lessons, except where such lessons are required for credit toward music in majors or minors, in which case the above percentages may be applied on the basis of tuition ordinarily charged for an equivalent number of credit hours.

3. The organization granting the assistance under the terms of this policy shall make payment directly to the school for the student who is enrolled in secondary school or college. The method of payment for those attending elementary or intermediate schools shall be arranged by the organization making the grant.

4. Educational assistance is not available to employees for children adopted according to tribal customs.

5. Where denominational day school privileges are available, an employee electing to send his/her children to boarding school shall receive assistance only as provided for day scholars.

6. Educational assistance shall apply to each eligible child, from one year of preschool through to the completion of up to five years of tertiary education (academic, professional or vocational), but not beyond the 25th birthday, unless unusual circumstances prevail, such as documented medical considerations, military service, or voluntary denominational service. Such additional time may be granted by committee action, and if acceptable scholarship has been maintained. The student must attend school full time.

7. In the primary and secondary school, educational assistance shall not apply when a student is repeating a class. On the tertiary level, educational assistance shall not apply to courses that are being repeated.

8. Where government assistance on education is available to an employee sending his/her children to denominational schools, this policy shall not apply, except when the assistance granted is less than that provided in this policy, in which case the difference shall be met by the employing organization.

9. Should an employee desire to send his/her children to an approved school outside of his/her union, when there is an approved school within the union to which they could go, the union committee shall decide whether the provisions of this policy shall apply, and to what extent.

10. If an employee's child cannot obtain the course of study which he/she desires to undertake at a denominational college within the Southern Africa-Indian Ocean Division, and his/her parents wish to send him/her to a denominational school in another division, and the employing organization can approve the course of study, assistance may be granted on the cost of such education (including tuition, room and board, airfares, airport taxes and ground transport expenses) up to the equivalent of what it would cost for an

employee's child to attend the designated denominational college in the Southern Africa-Indian Ocean Division as voted annually by the Division Administrative Committee.

11. Children of credentialed literature evangelists are eligible for scholarship grants. Such grants shall be paid from the Literature Evangelist Benefit funds.

Y 35 15 Educational Assistance—*Nondenominational Schools*—1. *Primary and Secondary School*—Where, in view of the employing organization, an employee's children have no alternative but to attend a non-Seventh-day Adventist primary or secondary school, assistance may be granted as for a denominational school, on the following conditions:

a. Each claim for assistance must have the approval of the employing committee.

b. Satisfactory evidence shall be produced that i) application was made to attend the available Seventh-day Adventist primary or secondary school, but entry was not available because the school was full, or ii) that the child has special educational needs that cannot be met by the available Adventist school/s.

2. *College or University*—Educational assistance as provided for children attending denominational schools shall apply also to those studying at a non-denominational college or university, subject to the following conditions:

a. The course of study requested is not available at a Southern Africa-Indian Ocean Division college/university, or the course is on offer but will not be recognized for further study or professional advancement. Preference should be given to denominational tertiary institutions wherever possible.

b. The approved course of study and the individual student's application is authorized by the employing organization.

3. For university students residing away from home up to seventy percent subsidy shall apply:

a. To tuition and all required fees and textbooks.

b. To board and room, based on the university living-in charges, if they are in residence at the university or in a private room or accommodation in the neighborhood of the university, provided always that the cost of the student's share of accommodation, including boarding, shall not exceed the university living-in charges.

c. To airfares, airport taxes and ground transport expenses or kilometrage, whichever may be the most economical, and up to a maximum of three return trips per annum as determined by the academic year of the institution involved.

4. For university students residing at home, up to 60 percent subsidy applies on tuition and required textbooks only.

5. Assistance on travel expense shall be granted to employees' children living at home and studying at tertiary educational institutions other than Southern Africa-Indian Ocean Division senior colleges (when such study has been approved by the employing organization) to the extent of up to 60 percent of the cost of the most economical method of public transport available. Such assistance is not to exceed the denominational scholarship grant on the boarding charge of the institution concerned. Where public transport is not feasible, the means of transport shall be agreed upon in consultation with the employing organization.

Y 35 17 Educational Assistance—Children with Special Conditions—Educational assistance shall be made available to children with mentally and/or physically challenged needs at specialized education institutions. For boarding school, the assistance shall be up to 85 percent and for day school up to 75 percent.

If the mentally and/or physically challenged child needs to be accompanied to and from school, the transportation of the accompanying parent or guardian shall be included in the package defined in paragraph 1 herein.

Such educational assistance for children with special conditions shall apply to each eligible child until the completion of up to five years of tertiary education (academic, professional or vocational).

Y 35 20 Travel of Employees' Children to Secondary Boarding Schools—The employing organization of the employee will, provided funds are available, pay all traveling expenses of employees' children attending approved boarding schools, by the mode of travel authorized by the employing body, on the following basis:

1. A maximum of three return trips per year, the number to be approved by each union for the various schools.

2. Student concession fares shall apply, where available.

3. When an employee uses his/her vehicle to transport his/her children to a railway station or airport, where these are not situated in the town where he/she resides, or to take them all the way to school, 50 percent of the regular kilometer rate will apply, provided this does not exceed the cost of the authorized form of public transport.

4. This policy shall also apply to children attending non-Adventist boarding schools, provided they meet the requirements of policy for nondenominational schools.

Y 35 25 Assistance for Transport to Local Primary/Secondary Schools—An employing organization may develop a policy covering the transport of employee children to primary/secondary day schools.

Y 35 30 Additional Baggage Allowance for Students Traveling by Air—1. An additional baggage allowance, equal to the cost of 15 kilograms at

the excess baggage rate, shall be made to the child of an employee who must travel by air to school. This allowance will be made only in respect of the initial journey to and the final journey from the school each year.

2. The expense incurred in granting the extra baggage allowance shall be borne by the employing organization.

Y 35 35 Exit Point from Primary/Elementary school—In the Southern Africa-Indian Ocean Division the exit point for employee children to move from primary/elementary school to secondary school will be as follows, except where the country educational system is different:

- | | |
|-------------------------------------|---------|
| 1. French-speaking Territories: | Grade 6 |
| 2. Portuguese-speaking Territories: | Grade 8 |
| 3. English-speaking Territories: | Grade 7 |

Y 40 Travel Expenses and Per Diem

Y 40 05 Travel Expenses—In addition to an employee’s regular wage, provision is made for actual travel expenses, including motel/hotel expenses, with a per diem for incidental expenses.

Y 40 10 Per Diem—Per diem will be set annually, or more frequently, at the discretion of the Southern Africa-Indian Ocean Division Executive Committee, if required. Per diem may be claimed by employees on authorized travel arrangements of at least twenty-four hours duration, as follows:

1. If the employee is fully entertained, 25 percent of the per diem may be claimed.

2. If the employee is not fully entertained then the full per diem may be claimed.

3. The per diem rates applicable to family:

a. Spouse: 75 percent of per diem when accompanying the employee; One hundred percent when traveling alone or with children.

b. Children of school-going age: 75 percent per diem each when accompanying parents.

c. Children below school-going age: 50 percent per diem each when accompanying parents.

d. Child traveling alone: 100 percent of per diem.

4. If an employee, including a district pastor traveling outside his/her district, is away from home in one place for a period of time, he/she will not report per diem allowance but will report the actual cost of meals taken (not exceeding per diem allowance). Receipts must accompany his/her report.

5. A district or local pastor shall not be entitled to per diem allowance when traveling within his/her own district, except on special occasions when his/her work requires his/her absence from home overnight and he/she has the approval of a conference/mission/field officer.

Y 40 15 Entertainment Allowance—1. When an employee is expected to entertain employees or other official visitors in his/her home, and when an employee entertains another employee itinerating with him/her, an entertainment allowance, as set by the division/union/conference/field, will be granted for each meal provided and for each night of lodging.

2. Any new employee arriving at his/her place of employment, including transferees, will be entertained, or permitted to report entertainment allowance for up to five days, and this expense shall be borne by the employing organization.

3. When necessary, an employee departing on permanent return will be entertained or permitted to report entertainment allowance for a maximum of five days prior to departure, at the expense of the employing organization.

4. Volunteers and student missionaries shall be fully entertained when arriving at or visiting union headquarters, until such time as they are settled. The expense shall be borne by the union or the organization to be served by the volunteer.

5. When fully furnished guest accommodation is provided by unions and is used by employees from the General Conference, the Southern Africa-Indian Ocean Division, and other unions, they shall be responsible for their own meals and those on official business will report the per diem allowance to their employing organizations. In instances where local employees are requested to entertain these visiting employees, the entertainment allowance shall be reportable for the local employees to their employing organizations. For traveling employees (official travel), the first meal may be provided and reported to his/her employing organization by the employee providing the meal.

Y 40 20 Moving Allowance—1. When an employing organization moves an employee to another place of residence, or when an employee is transferred, a moving cost allowance shall be given in addition to the cost of transportation and packing of effects. The moving allowance shall be a percentage of the monthly wage factor on which the employee’s salary is based, as stipulated hereunder.

| | Family | Single Employee |
|---|--------|-----------------|
| To a furnished house within the division | 40% | 15% |
| To an unfurnished house within the division | 50% | 25% |

2. Institutional and organizational on-campus/compound moves, and moves within the same urban area, may be granted 50 percent of the applicable allowance, as indicated in paragraph 1 above, for required moves. However, an institution/organization is not obligated to authorize an allowance for an employee-requested change of residence.

Y 40 25 Office Employees—Transportation Expense—1. Each office employee connected with our various headquarters throughout the division is

counseled to find living quarters as close as possible to his/her place of employment. Where it is necessary for such an employee to use public transport in traveling between his/her home and his/her place of labor, the employing organization shall reimburse him/her for the cost, up to a maximum established by the union in which he/she labors.

2. Where public transport is not available or where it is inconvenient, a monthly allowance, up to the maximum mentioned hereinabove, shall be granted on the following basis:

a. Authorized Cars—Two return trips per day at the authorized kilometer rate.

b. Unauthorized Cars—Two return trips per day at the cost of public transport, or at the authorized kilometer rate, whichever is less.

3. Where a bicycle or motorcycle is used instead of public transport, the relevant monthly allowance shall be granted. In addition, the employee shall be permitted to report the cost for public transport on such days as the use of such transport is not feasible.

Y 40 30 Travel Accident Insurance—Each union shall be responsible, in consultation with its subsidiary conferences/fields and institutions, to effect accident and travel coverage through the Adventist Risk Management, Inc., (through Southern Africa-Indian Ocean Division’s Treasury Department) for such amount as may be determined by the Division Executive Committee from time to time according to the provisions in S 65 60 and S 65 65.

Y 40 35 Bicycle/Motorcycle Allowance—A bicycle/motorcycle allowance shall be paid to all employees owning and operating such transport in connection with their work, at a rate to be determined by each union for the employees in its territory.

Y 40 40 Luggage Assistance—Traveling Personnel—Owing to the extensive travel generally required of organizational/institutional personnel such as officers, administrators and departmental directors, an annual luggage allowance may be granted as follows, upon the turning in of receipts:

1. For employees on travel budgets of a 100 percent and more—up to a maximum of US\$250, as funds permit. [The travel budgets of Departmental Directors shall be regarded as the 100 percent factor for the purposes of this policy.]

2. For employees on travel budgets between 50 and 99 percent, the amount of assistance will be in proportion to their travel budgets as a percentage of up to US\$250, as funds permit.

3. The term luggage includes such items as suitcases, briefcases, computer cases, cabin luggage, mosquito nets, etc.

4. Unused amounts from one year may be carried forward to the next year with the understanding that the accumulated maximum available is a total of two years assistance.

Y 40 45 Spouse Travel Policy—Due to the frequent and extended travel absences of Southern Africa-Indian Ocean Division personnel from their homes while on official itineraries, an annual travel allowance shall be granted to the spouses of qualifying personnel, accumulative up to three years. This allowance shall be revised annually and voted as part of the division budget. The spouses of the following personnel would be regarded as qualifying for this allowance: Division Officers and Associates, Field Secretaries, Departmental Directors and Associates, and General Conference Auditing Service auditors.

The travel may include itineraries within the Southern Africa-Indian Ocean territory and special meetings outside the division, such as General Conference Sessions, but it must be approved by the Southern Africa-Indian Ocean Division Executive Committee, in accordance with the following limitations:

1. Southern Africa-Indian Ocean Division employed spouses will be granted ten working days per annum for the purpose of this travel. In the case where both spouses are frequent travelers with budgets of their own, each will be able to claim the annual allowance, but they will be limited to 10 days of spouse travel together per annum. The leave component, or any unused portion thereof, may not be carried over to the following year.

2. The travel allowance will be funded as a credit to the authorized employee travel budget when the travel is approved.

3. The request must be approved by the spouse's supervisor and the Administrative Committee.

4. The spouse leave days may be taken as and when convenient to employer and employee.

5. Travel assistance shall not be granted in connection with annual leave or permanent return travel.

6. Expenses, such as tickets, per diem at spouse rate, visa costs, hotel expenses, etc, will all come from this allowance. Any excess will be at the employee's personal expense.

7. Advances will not be made for future years' entitlements.

8. An employee may personally fund the entire cost of Spouse travel in any given year should he/she choose to do so.

Unions may develop spouse travel policies in accordance with their situations and the availability of funds.

Y 45 Motor Vehicle Policy

Y 45 05 Purchase of Motor Vehicles—1. The responsibility for all arrangements regarding the purchase of motor vehicles and financing of such purchases rests upon the employee concerned. When orders for motor vehicles are passed through organizational channels, it is required that satisfactory

arrangements for payment be made with the treasury before the order may be accepted.

2. Where the importation and/or purchase of motor vehicles (whether arranged by the organization, or with manufacturers, distributors, or agents) is subject to special terms, conditions, regulations and limitations, either organizational or governmental, such vehicle may not be disposed of within 12 months of delivery without the approval of the authorizing committee and, in the case of local organizations, the concurrence of the union committee. Where government regulations require a vehicle to be retained for a longer period, the minimum government requirement shall apply.

Y 45 10 Ownership of Motor Vehicle—Motor vehicles operated in connection with the discharge of an employee’s responsibility shall be owned by the individual employee, except in the case of such institutions as training schools and hospitals when it is considered advisable by the controlling board that a motor vehicle be owned by the institution.

Y 45 15 Authorization of Operation—Where an employing organization deems it necessary that an employee should operate a motor vehicle, the use of such vehicle shall be authorized by the responsible committee. When an employee owns more than one vehicle, his/her use of any of them on official business shall be at the authorized rate. Field committees are empowered to grant authorization for motor cycles and scooters, but in the case of motor vehicles, field committees may grant authorization only in consultation with the union officers. Conferences may grant authorization for motor vehicles without reference to the union.

Y 45 20 Depreciation Allowance—1. An employee owning, renting, or leasing and operating an authorized motor vehicle at his/her field of labor shall be granted a regular monthly depreciation allowance, as set annually by the Division Executive Committee. In the case of authorized motor cycles, this depreciation allowance shall be 25 percent of that for authorized vehicles. An employee with an authorized motor vehicle shall receive full depreciation allowance while on annual leave, provided he/she owns a vehicle during this period.

2. In case of vehicle exchange or sale, depreciation will not be affected up to one month before to one month after annual leave, provided a replacement vehicle has been purchased, or within the month of sale if the employee is not on leave.

3. The depreciation allowance shall be recommended to the Division Executive Committee by each union and reviewed annually, calculated as follows:

a. Each union shall determine the average class of vehicles used by its employees and use the average price of such vehicles as the norm for the purpose of these calculations.

b. The unions shall determine the average life of vehicles used by its employees and the average value of such vehicles at the end of their useful life, at current market prices.

c. The difference between the norm established in paragraph a) and the resale value established in paragraph b) shall be divided by the number of years in the life of the vehicle, as established in paragraph b), to determine the annual depreciation rate. (Example: If the norm in paragraph a) is \$10,000, and the resale value in paragraph b) after 5 years is \$2,500, the annual depreciation rate would be \$1,500 or \$125 per month.)

4. When an employee's vehicle is out of order or for some other reason is unused for a period in excess of 4 months (except as provided in paragraph 1), depreciation allowance shall cease until such time as the vehicle is again in regular use.

5. When an employee no longer owns, rents, or leases an authorized vehicle, the depreciation allowance shall be terminated.

Y 45 25 Insurance and Licence Costs—1. For authorized motor vehicles, the employing organization shall bear the cost for such comprehensive insurance, including third-party cover as is available from reputable insurance companies in the various countries of the Division. It is the responsibility of the employee to procure this insurance and to keep it current, annually submitting proof thereof to his/her employer.

2. Each union shall recommend to the Division year-end committee the maximum insurable value of authorized vehicles in its territory.

3. In countries where it is not compulsory to have a clause in the policy to the effect that the insured shall bear the first part of each and every claim, such a clause obliging the employee to bear the first US\$75.00 of each and every claim shall be inserted, except where regulations in a local country require otherwise. The employee shall benefit from any reduction in annual premium granted by his/her insurers as a result of any no-claim bonus (up to a maximum of one month's depreciation allowance) and/or because he/she bears the first part of each and every claim though not required to do so by the insurer.

4. Where they deem it necessary, union committees are empowered to approve the granting by employing organizations of coverage of authorized cars for windshield damage and damage by riot.

5. The annual cost of road licences in excess of US\$10.00 for motor vehicles and US\$3.00 for motor cycles and motor scooters shall be borne by the employing organization.

6. When the transfer of an employee requires the re-registration and licensing of his /her vehicle, and new number plates, the cost of these shall be borne by the organization responsible for his/her transfer.

7. Employing organizations should arrange through their union and/or the Division for non-owner's liability insurance to cover risks incurred for co-

liability on unauthorized motor vehicles in those countries and territories where this is necessary.

8. All employees employed on the denominational wage scale who own and operate an motor vehicle for which the employing organization pays a monthly allowance, whether authorized or not, shall be required to carry full third-party insurance coverage (as opposed to ordinance coverage) and the employing organization shall bear the cost of the premium.

Y 45 30 Unauthorized Car Allowance—Each union and division institution shall develop its own policy for unauthorized car allowance and shall submit this to the Division Executive Committee for approval. Where it is deemed necessary and when funds are available, a monthly car allowance, equal to 50 percent of motor vehicle depreciation, may be paid to all regular employees owning and operating motor vehicles.

Y 45 35 Kilometer Rates—1. Each union at the time of its year-end committee shall establish and communicate to Southern Africa-Indian Ocean Division Treasury the rate per kilometer for its territory, based on a percentage of the cost per litre for premium petrol. In no case shall the rate per kilometer for authorized vehicles exceed 30 percent of the cost of premium petrol per litre, except as provided in paragraph 2 below.

2. The rate for authorized vehicles on unpaved roads shall not exceed 40 percent of the cost of premium petrol per liter. Each union shall determine and designate the unpaved roads within its area.

3. There shall be two categories of unauthorized vehicles:

a. The vehicle of the employee who receives an unauthorized vehicle allowance at 50 percent of the motor vehicle depreciation rate.

b. The vehicle of the employee who receives no vehicle allowance.

4. Unauthorized vehicle rates shall be as follows:

As described in paragraph 3 a)—135 percent of authorized rate.

As described in paragraph 3b)—190 percent of authorized rate.

5. Motor cycle rates shall be 35 percent of the motor vehicle rates.

Y 45 40 Vehicle Transportation Expense—1. Transportation expenses and customs charges on vehicles purchased for importation into the employee’s field of labor shall not be reportable expense.

2. When an employee owning a vehicle travels by it on transfer or appointment to his/her field of labor, the relevant fares for himself/herself and his/her family in the class of travel determined by the union shall be allowed over such sections of the journey where public transport is available, or kilometrage, whichever is less. Kilometrage will be allowed over those sections of the journey where public transport is not available.

3. Where conditions are such that an employee can only reach his/her new place of labor either by road over an indirect route or over a much shorter route where public transport for himself/herself and his/her family and his/her

vehicle is available, the union committee shall authorize transportation expense for the vehicle or make an expense allowance, so that the employee shall not sustain a loss.

Y 45 45 Driving Instruction Assistance— Assistance may be granted to employees with authorized cars to obtain the necessary instruction leading to a driver's licence, on the following basis:

1. Fifty percent of the cost of instruction given through approved schools or instructors, up to 3 attempts.

2. Assistance will be granted up to a maximum of US\$60.

Y 45 50 Motor Vehicle Loans—1. The Division, along with each union/conference/mission/field/institution is authorized to establish a revolving Motor Vehicle Loan Fund from which to advance funds to all categories of employees who require assistance with the purchase of motor vehicles. The total amount of loan capital available for this form of assistance shall be determined by the availability of funds.

2. Motor vehicle loans may be granted to employees on the following basis:

a. The employee seeking the loan shall apply in writing.

b. The loan may be granted only on condition that there are no other hire purchase agreements or loans involved in the purchase of the vehicle.

c. The loan shall be up to four times the annual depreciation/car allowance, but not exceeding the purchase price of the vehicle.

3. All motor vehicle loans shall be repaid in equal monthly installments over not more than four years, at a rate not less than the depreciation/car allowance granted. Interest shall be an additional charge each month as provided in Y 45 55.

4. The employee obtaining a loan shall sign a legally binding contract between himself/herself and the lending organization, stipulating the terms of the loan. The contract shall contain a clause to the effect that should he/she resign or be dropped from the work, the outstanding balance of the loan would immediately become due. It will also contain a clause indicating that in the event of the employee being transferred, the loan will be transferred with the employee to the calling organization.

5. The employing organization of the loan beneficiary shall take the necessary executive committee/board action both to authorize and underwrite the motor vehicle loan.

6. An employee shall only become eligible for consideration for a further motor vehicle loan 48 months after the issuing of the previous one, should funds be available.

Y 45 55 Interest on Motor Vehicle Loans—Motor Vehicle Loans to employees shall attract interest which is to be calculated monthly in arrears on the unpaid balance. The interest rate for these loans shall be set by the division and be subject to periodic review.

Y 50 Miscellaneous Allowances

Y 50 05 Book and Equipment Allowance—1. Each union and division institution shall develop its own book and equipment allowance policy as funds are available and as needs and circumstances indicate for its employees.

2. An annual allowance of up to 55 percent of the relevant monthly wage factor may be granted the employee for the purchase of books, magazines, and equipment on the following conditions:

a. Items shall be of a work-related nature to the employee.

b. Receipted invoices or cash sale notes shall be submitted when the claim for the allowance is made.

c. Unusual requests must be submitted for committee approval prior to purchase.

3. The allowance provided may be accumulated by an employee for two years, in order to assist with the purchase of relevant expensive books or equipment.

Y 50 10 Professional Membership Fee and Magazine Allowance—1. A professional employee who is required to be a member of a professional body or organization may report the membership fee.

2. Members may be allowed the cost of one journal appropriate to their profession in the homeland, and one in the country where they are laboring.

3. Nurses may be provided with the home base nursing journal of their choice and the local nursing journal most useful in their area. If no such journal exists, they may choose one other professional journal most applicable to their local needs.

4. Paramedical personnel may be provided with one society membership and the journal that will be most profitable for the maintenance of close contact with advances in their particular discipline.

5. Teachers, accountants, treasurers/ chief financial officers and other employees may be allowed the cost of membership fees in one professional society, including the cost of the journal of that society.

6. Membership fees in other professional societies and the cost of additional journals may be reportable as part of the book and equipment allowance policy.

Y 50 15 Utilities Allowance—1. Assistance on the cost of utilities may be granted an employee whose annual expense is in excess of 20 percent of his/her local monthly salary. The assistance granted will be 50 percent of all utility expenses incurred above this figure.

2. Utilities are defined as electricity, gas, fuel, water, and sewerage and garbage disposal. The annual allowance shall be based on the actual expense incurred during the period between December 1 and November 30. Details of

all utilities over the 12 month period shall be reported to the employing organization, preferably on a form to be provided, as early as possible during the month of December.

3. Availability of funds will determine the ability of employing organizations to provide this allowance. Each union is authorized to study the application of this policy in the organizations within its territory and, if necessary, to submit to the Division Executive Committee a modification of the policy as the union’s circumstances may indicate.

Y 50 20 Water Allowance Where Utility Allowance does not Apply—Where water for domestic purposes is measured through meters, the employing organization shall pay the cost of the first 14,000 litres per month. Where water is not metered or where there is a minimum charge which covers more than 14,000 litres per month the employing organization shall pay the minimum charge.

Y 50 25 Income Tax Assistance—In order to equalize the income tax payable by employees in the various unions of the Division all employees shall receive a subsidy on personal income tax of up to 90 percent on denominationally-earned income, depending on the financial capability of the employing organization.

Y 50 30 Householders’ Comprehensive Insurance—Employees are urged to take out householders’ comprehensive insurance to cover their household furnishings and personal effects, on the understanding that the employing organization shall bear 50 percent of the premium on scheduled and unscheduled coverage up to a maximum insured value of:

| | |
|---|------------|
| Unfurnished Home: (Furnished by employee) | |
| Family | US\$30,000 |
| Single | US\$20,000 |
| Furnished Home: (Furnished by the employing organization) | |
| Family | US\$20,000 |
| Single | US\$15,000 |

On an annual basis, at the mid-year meeting of the Southern Africa-Indian Ocean Division Executive Committee, the above rates will be reviewed and adjustments will be made, as deemed necessary. Where the employing organization provides the furniture, the organization will be responsible for insurance coverage thereof. An employee who does not avail himself/herself of this policy cannot expect to be reimbursed by his/her employing organization in case of loss.

Y 50 35 Holiday Allowance for National/Local Employees—The following Holiday Allowance policy, or variations thereof, may be adopted by each union for the benefit of their national/local employees during annual leave.

National/local employees shall receive the following Holiday Allowance once per annum during the time of their annual leave, it being understood that there will be no carry-over of amounts from one year to the next:

1. Twenty-five percent of the monthly wage factor for the employee.
2. Twenty-five percent of the monthly wage factor for the employee's spouse.
3. Ten percent of the monthly wage factor for each biological or legally adopted child in the employee's family.

This allowance will be granted up to a maximum of 100 percent of the local wage factor.

Y 55 Various Leaves
(For **Annual Leave** see E 70 and for
Continuing Education Leave see T 55)

Y 55 05 Sick Leave—1. In areas where government laws regulate sick leave, the denomination shall abide by and apply such laws. If the law provides less than this policy, the employee shall benefit by the difference.

2. Sick leave credit will be accrued for each permanent full-time employee at a rate of eight hours for each month of full pay, and may be accumulated up to a maximum of 988 working hours (six calendar months). This shall be pro-rated for regularly employed part-time employees in proportion to the hours worked per week, provided they are employed at least half-time.

3. Sick leave which stands to an employee's credit will be granted when the employee:

- a. Is incapacitated for the performance of duties by sickness, injury, or pregnancy and confinement.
- b. Received medical, dental, or optical examination or treatment.
- c. Would jeopardize the health of others by his/her presence at his/her post of duty because of his/her exposure to a highly contagious disease as defined by public health regulations.
- d. Has, in addition to qualifying under one of the fore-going conditions, completed at least three months of full-time service.

4. Employing organizations shall keep the necessary records for sick leave accrual and use for each employee.

a. Accrued sick leave shall be transferable between denominational organizations within the territory of the Southern Africa-Indian Ocean Division, and the information shall be supplied to the new employer when the employee is transferred.

b. Information regarding accrued sick leave shall be requested when employees come from another division. If this is not available, employees shall be treated on the basis of years of service, as provided in Paragraph 9 hereof.

5. In the event of separation from denominational employment for non-disability reasons, the accumulation of unused sick leave will not form the basis for additional financial settlement over and above other existing policies.

6. When an employee finds it necessary to be absent from work because of illness, he/she shall notify his/her immediate supervisor as early as possible. A sick leave form is to be completed and submitted to the properly designated authority, as a basis for the payment of such leave.

7. An absence of more than three consecutive work days must be supported by a certificate of incapacity from the attending physician or practitioner. This certification should be submitted to the properly designated authority promptly.

8. An employee returning to work after surgery or extended illness should present to the properly designated authority a release from the attending physician.

When a recuperating employee returns to work but works less than his/her normal daily quota of hours, the time off shall be regarded as sick leave and deducted from his/her accrued sick leave.

After exhausting the banked sick leave that may have accrued to the employee, an additional three months salary may be allowed at 75 percent.

In such cases of prolonged illness, the employee shall not be eligible for vacation in the same calendar year in which the illness occurred.

At the end of six months, the case shall be reviewed by the controlling committee. In cases of prolonged illness beyond six months, the employee shall be advised to discontinue employment and, if vested, recommended for disability retirement.

In countries where social security plans and insurance benefits are available, these shall be applied for as soon as possible.

When the employee comes back from the prolonged illness, the employee may be re-employed subject to a physician's clearance.

Y 55 10 Maternity Leave—1. Maternity leave is a period of approved absence for reasons related to pregnancy and/or confinement. It is chargeable to accrued sick leave or any combination of accrued sick leave and vacation time. Certification from the attending physician will be required if the absence is longer than four weeks.

2. In areas where government laws regulate maternity leave, the denomination shall abide by and apply such laws. If the law provides for more than this policy, the employee shall benefit by the difference.

3. In cases where employees may benefit under the unemployment insurance provided by the employing organization, they may opt to secure such benefits for a minimum of four weeks, but without pay from the employing organization. Their annual leave will not be affected.

Y 55 15 Compassionate Leave—1. In the case of serious illness or death involving the immediate family of an employee or an employee’s spouse, the administration is authorized to grant compassionate leave, up to a maximum of ten days each for the employee and the employee’s spouse, if the spouse is also denominationally employed, to grieve, visit family, assist with or make funeral or legal arrangements which might be required. If the law provides for more leave than this policy, the employee shall benefit by the difference. (See Y 65 for funeral expense and travel assistance).

2. *Definition*—Immediate family shall be defined as the biological parents, biological children, legally adopted children (see Y 60, Child Adoption) and biological brother or sister of an employee and spouse, except at the discretion of the employing organization. In the case of a single employee whose parents and/or biological brothers or sisters are deceased, the immediate family may be defined as foster parents.

Y 55 20 Leave When Moving— 1. When it is necessary for an employee to pack and crate his/her own goods prior to transfer to the new place of labor, he/she may be granted the time required to do so, up to a maximum of one week.

2. When removal is arranged by a transport company, the time allowed will be minimal and not in excess of three days.

3. An employee shall be granted up to three days to unpack, recognizing that most of the unpacking can be cared for after working hours and that time granted for this purpose should be minimal.

Y 60 Child Adoption

Y 60 05 Child Adoption—An employee without children of his/her own may legally adopt two children and the one with one child may legally adopt one child to whom all relevant allowances may apply. The employing organization shall not recognize for any allowances any children adopted above what is stipulated in this policy.

Y 60 10 Counsel Required in All Cases—An employee contemplating the adoption of a child should counsel closely with the controlling committees concerning financial aid and the technical and legal aspects of adoption.

Y 60 15 Responsibility of Employing Organization—When an employee adopts a child/children while in service, the employing organization shall provide all the applicable family financial benefits to the adopted child/children, effective from the legal date of adoption.

Y 60 20 Adoption Expense—Medical and legal expense incurred in the adoption of children by denominational employee families may be shared by the employing organization and the family on a 50/50 basis, up to a maximum adoption allowance as set by each employing organization.

Y 60 25 Employee Marrying Non-employee with Child/Children—If an employee should marry a non-employee widower/widow with children from his/her previous marriage, those children would be considered his/her legal dependants only if he/she legally adopts them, and they would be eligible to benefit by whatever financial assistance would normally accrue to an employee's children in terms of policy.

Y 65 Funeral Financial Assistance

Y 65 05 Funeral Expense and Related Assistance—1. Financial assistance may be granted by the employing organization in the event of the death of an employee or spouse, or a legal child (who was not more than 22 years of age). Assistance may be granted up to the equivalent of US\$1, 500.

2. An employee who is in regular employment whose spouse, parent, parent-in-law, biological or legally adopted child, biological sibling, or spouse's sibling should die, will be allowed travel expenses of up to two return airfares to be used by the following: the employee, his/her spouse, or one of their children, to attend that funeral. The employee may claim kilometers should the travel be by road, but the assistance may not exceed the cost of the roundtrip airfares. For interunion or interdivision employees, see policies N 35 and M 25 respectively.

3. An employee studying on a bursary is also eligible for the provisions of the above policies.

Y 70 Termination Allowance

Y 70 05 Termination Allowance—1. In recognition of service for employees of the Southern Africa-Indian Ocean Division and/or in lieu of retirement benefits, a termination allowance shall be paid to an employee, who has been in regular denominational employment under denominational service conditions and remunerated at denominational rates, who resigns or for other reasons terminates his/her service with the denomination. The benefits of this policy shall also apply and be pro-rated to those who have been employed regularly and at least half-time at denominational rates.

2. In the case of an employee resigning and at the same time wishing to retain his/her eligibility for retirement benefits based on his/her service credit, the maximum termination allowance payable to him/her shall be for nine years of service, and he/she shall not be required to repay this in order to receive retirement benefits.

3. In the case of an employee wishing to relinquish his/her eligibility for retirement benefits, the scale in paragraph 6 below shall apply in full, up to a maximum of twenty-four years of service. In this case the employee shall sign

a statement acknowledging receipt of the termination allowance and his/her forfeiture of any right to retirement benefits. This fact shall be recorded in the minutes of the employing organization and of the Division, and his/her signed statement shall be kept in the permanent file of both organizations.

4. No one with less than two years of service shall be eligible for a termination allowance.

5. Where the law of the country regulates the payment of termination allowance, the law shall be complied with. But if the government requirement is less than that provided in this policy, the employee shall benefit by the difference.

6. The termination allowance shall be calculated on the basis of a percentage of the employee’s annual salary at the time of discontinuance of service, according to the following scale:

| Years of Service | Percentage of Annual Salary | Years of Service | Percentage of Annual Salary |
|------------------|-----------------------------|------------------|-----------------------------|
| 2 | 5.5 | 9 | 25 |
| 3 | 8 | 10 | 30 |
| 4 | 10.5 | 11 | 35 |
| 5 | 13 | 12 | 40 |
| 6 | 16 | 13 | 45 |
| 7 | 19 | 14 | 50 |
| 8 | 22 | | |

and 5 percent per year thereafter to a maximum of 24 years and 100 percent. When the total service does not add up to a complete year, the allowance shall be pro-rated by the month or major portion thereof, paid in one sum and not over a period of time unless so requested by the employee in writing.

7. a. The employing organization shall pay the termination allowance for the first nine years of service.

b. Any termination allowance paid in excess of nine years of service shall be shared equally by the employing organization and the Retirement Fund.

c. When the termination allowance is in excess of fourteen years of service, the employing organization’s portion shall be shared pro-rata by the organizations which employed the employee during the total period.

8. In making settlement with medical employees or nurses trained in denominational institutions, no part of any period spent in training shall be regarded as part of service. In the case of employees having served an apprenticeship at institutions, not more than two years of such apprenticeship shall be regarded as part of service.

9. Should a person re-enter denominational service after receiving termination allowance not exceeding nine years of service, he/she shall not be required to repay the termination allowance. But any future termination allowance shall be calculated only on the current term of service.

10. In the event that an employee described in paragraph 9 above eventually qualifies for retirement, his/her service both before and after receiving a settlement will be the basis of his/her service credit, provided it meets the relevant provisions of the Retirement Plan.

11. At the time an individual receives termination allowance; details as to the amount received and the committee action reference shall be entered on the service record.

12. An employee's spouse in denominational employment may elect to receive termination allowance after his/her various periods of service with the denomination or to accumulate it. If he/she elects to accumulate it, he/she shall continue to be recognized as a temporary employee and shall not be paid termination allowance until the couple eventually retires or finally terminates service with the denomination, at which time he/she shall be paid for the eligible period.

a. If he/she should qualify for and receive retirement benefits in his/her own right, the provisions of the Retirement Plan shall apply.

b. If he/she should die before retirement or before terminating service with the denomination, his/her termination allowance shall accrue to his/her estate.

c. Any service credit as a single employee, for which no termination allowance was paid, shall be included in the final settlement.

d. It is recognized that in the case of an employee's spouse, service need not be continuous. His/her total service may be composed of disconnected periods of full-time and part-time service.

13. This policy shall not apply to those whose services might be regarded as temporary or casual, or who carry employment cards and who are not yet considered permanent or regular employees by their employing organizations. At such time as their employing organizations record their permanent or regular status by committee action, this as well as all other relevant policies shall apply.

Y 75 Phase-in of Remuneration Policies

Y 75 05 Phase-in of Remuneration Policies—Whereas the changes in the remuneration policies are expected to have a major financial impact on many, if not all, Southern Africa-Indian Ocean Division organizations and institutions, it is recommended that the following policies be phased in within a five-year period commencing 1 January 2004, as funds permit:

1. Wage Scale (Y 10 30).
2. Professional Qualification allowance (Y 10 35).

3. Medical expense (Y 30).
4. Education assistance (Y 35).
5. Luggage assistance (Y 40 40).
6. Motor Vehicle Loans (Revolving Fund) (Y 45 50).
7. Book and Equipment Allowance (Y 50 05).

Y 80 Language Study

Y 80 05 General Requirements—1. Language study shall be required of an interdivision/interunion employee and/or spouse appointed to a responsibility in which the major spoken language he/she is expected to use is different from that/those which he/she already understands and speaks effectively.

2. The older children of an employee who is required to study language shall be encouraged to participate in the study, where feasible.

3. Elected staff from the non-English speaking unions of the Southern Africa-Indian Ocean Division, upon recommendation of their relevant controlling body, should be encouraged to study English in order to improve communication with their division counterparts, as funds are available.

Y 80 10 Specific Requirements (Full-time Study)—1. An introductory period of full-time language study (defined in Paragraph 2, below) shall be scheduled. Its duration shall depend on the difficulty of the language to be learned and the anticipated linguistic demands on the appointee, and shall be determined in consultation with the Division, and limited to a period not exceeding six months.

2. Full-time language study shall be defined as five hours a day, five days a week, of structured class/tutored time or its equivalent, plus at least one hour per class day of supervised language laboratory or its equivalent. Where structured classes are unavailable, the Division shall organize an equivalent full-time language study program.

3. Time for unstructured conversational practice in the language shall be scheduled, in addition to regular class and laboratory periods.

4. Balance shall be maintained in the structured program between the study of grammar and syntax, the learning of vocabulary and language usage, and the practice of conversation.

Y 80 15 Program and Support Facilities Program—1. No other regular work assignment shall be made during the time an interdivision or interunion employee is engaged in full-time language study.

2. Support facilities required for duration of program:
 - a. Adequate living quarters shall be provided.

b. Care for younger children shall be provided during class and laboratory periods. Such care shall be acceptable in the areas of moral and religious environment, diet, sanitation, and adult supervision.

Y 80 20 Continuing Study—Subsequent to the introductory period of full-time structured language study, provision shall be made in the work environment for continuing part-time tutored language study. The extent of this additional study shall be determined by the Division, in consultation with the local employing organization and the employee, but should not exceed six months.

Y 80 25 Local Languages and Dialects—In some areas the language of the people among whom the missionary works is different from the official language of the country. In such areas the division shall request the local employing organization to make provision for interunion employees to engage in part-time tutored language study of the local language/dialect. The extent of this study shall be determined by the Division, in consultation with the local organization and the employee, but should not exceed six months.

Y 80 30 Specific Requirements (Part-time Study)—1. Employees whose effectiveness would improve if granted the opportunity to pursue part-time language studies on an after-hours basis, or with limited time off from work, may be permitted to do so for a period not exceeding six months.

Y 85 Employees' Report

Each union shall draw up its own employee report form, prescribe regulations for its use by all employees within its territory, and plan for its printing.

RETIREMENT PLAN

Z 05 Purpose

The policy outlined hereunder shall constitute the Seventh-day Adventist Retirement Plan in the territory of the General Conference of Seventh-day Adventists, Southern Africa-Indian Ocean Division. It is based on the general plan of the General Conference of Seventh-day Adventists. Its purpose is to provide support for those who have devoted their lives to full-time service in the work of the Seventh-day Adventist Church and who reach retirement age or are incapacitated. The Retirement Plan is administered by the Southern Africa-Indian Ocean Division and makes provision for the employees of the Division, its institutions, and the unions, conferences, and fields within its territory and their subsidiary organizations. The Retirement Plan provides for the assistance of eligible aged and disabled employees, their spouses, and dependent children, and the eligible spouses and dependent children of deceased beneficiaries. (General Conference *Working Policy* Z 10 10)

In instances where unions operate retirement/pension funds independently from the Southern Africa-Indian Ocean Division retirement fund, the necessary steps will be taken to insure that those retirement/pension funds operate on a sound financial basis and according to the registered rules of such retirement/pension funds.

Z 10 Administration

Z 10 05 Definitions—In this policy, unless inconsistent with the context, all words and expressions importing the masculine gender shall include the feminine; words signifying the singular number shall include the plural, and vice versa; and the expressions enumerated hereunder shall have the meanings assigned to them:

1. *Basic Remuneration*—Basic salary as applicable in the organization where the employee is or was employed.

2. *Beneficiary*—The recipient of retirement benefits of whatever nature.

3. *Committee*—The Retirement Plan Committee which administers the Retirement Plan.

4. *Denominational Wage Scale*—The salary scale adopted by the Southern Africa-Indian Ocean Division for Seventh-day Adventist employees, which establishes the percentage rates for each category of work (excluding those who are remunerated on a “package” plan by some welfare and medical organizations within the territory of the Southern Africa-Indian Ocean Division).

5. *Dependent Child*—An unmarried and unemployed child born of a

beneficiary or adopted by him/her according to the highest legal authority of his/her country, up to his/her 18th birthday or, if he/she is a full-time tertiary student, up to his/her 25th birthday, or a child who is handicapped and unemployable. The child must also be an allowable exemption on the beneficiary's income tax return.

6. *Disability*—A physical or mental condition that has incapacitated the employee to such an extent that he/she is incapable of performing his/her regular work or other full time work in harmony with his/her education, training, and experience, as determined by the Retirement Plan Committee.

7. *Disabled*—An employee who is unable to engage in any substantial gainful activity because of any medically determinable physical or mental impairment which is expected to be of a substantial or indefinite duration.

8. *Eligible Spouse*—The surviving spouse of a beneficiary or employee who qualifies for benefits.

9. *Employee*—An individual who works the required number of hours to be classified as full time by his/her employer, the minimum requirement being 38 hours per week.

10. *Field*—A united and organized body of local churches within a given territory. The word "field" shall include the conferences/fields in the Southern Africa-Indian Ocean Division.

11. *Fund*—The Southern Africa-Indian Ocean Division Retirement Plan Fund.

12. *Participating Employer/Organization*—An organization which falls within the provisions of this Retirement Plan and contributes to the Retirement Plan Fund.

13. *Plan*—The Seventh-day Adventist Retirement Plan.

14. *Regular Benefit*—A monthly amount payable to the beneficiary.

15. *Relevant Wage Factor*—The wage factor on which the employee's salary is based where he/she is working.

16. *Retirement Allowance*—The one-time allowance, based on years of service credit, that is granted to employees by their employers upon their admission to the Retirement Plan directly from active service.

17. *Service Credit*—A measure of time expressed in years and a percentage of years, up to a maximum of 40, used in determining a beneficiary's retirement benefits.

18. *Temporary Beneficiary*—A person receiving temporary retirement benefits because he/she is disabled or is a widow with dependent children.

19. *Termination Allowance/Settlement*—The amount of money paid to an employee who terminates his/her employment with the denomination.

20. *Vested Retirement*—The point at which an employee by virtue of service obtains a right to retirement benefits.

21. *Wage Factor*—The wage norm on which the denominational wage

scale and Retirement Plan rates are based, i.e., the monetary figure representing 100 percent of the wage scale.

Z 10 10 Basis of the Retirement Plan—1. *Method of Funding*—The plan is funded by contributions from participating denominational organizations. Employees do not contribute to the fund, except in countries which require employee participation. (General Conference *Working Policy Z 10 35. 1.*)

2. *Governing body*—The governing body shall be the Retirement Plan Committee which is appointed by the Executive Committee of the Southern Africa-Indian Ocean Division. (General Conference *Working Policy Z 10 15.1.*)

3. *Authorization of Benefits*—Benefits from the plan shall be authorized by the committee.

4. *Termination of Benefits*—All benefits terminate with the decease of the beneficiary, except where there is an eligible spouse and/or children. (General Conference *Working Policy Z 10 30.*)

5. *Precedents*—No precedent shall be established by any action of the committee in providing assistance to any beneficiary. Each case is considered separately on its merits. (General Conference *Working Policy Z 10 15.3.*)

6. *Duties of the Committee*—The committee shall administer the plan and shall have the authority to take such actions and make such decisions as are necessary and proper to manage the affairs of the plan. The committee shall have the following specific authority and duties:

a. To make and enforce such rules and regulations as it shall deem necessary for the efficient administration of the plan.

b. To interpret the plan and to recommend to the Southern Africa-Indian Ocean Division Executive Committee such revisions of the plan as it shall deem appropriate.

c. To decide on questions concerning the plan and the eligibility of employees to its benefits.

d. To compute the amount of benefits which shall be payable; to any beneficiary in accordance with the provisions of the plan. (General Conference *Working Policy Z 10 15.2d.*)

7. *Limitation of Liability*—In administering the plan, neither the committee nor any person to whom it may properly delegate any duty in connection with the administration of the plan shall be liable for any action or failure to act, so long as the committee and such persons to whom it has delegated responsibility have acted with the care, skill, prudence, and diligence in the circumstances then prevailing that a prudent man acting in a like capacity and familiar with such matters would use in the conduct of an operation of like character. (General Conference *Working Policy Z 10 20.*)

8. *Amendments*—Any provision of this plan may be amended at a regularly-called mid-year or year-end meeting of the Southern Africa-Indian

Ocean Division Executive Committee. (General Conference *Working Policy* Z 10 25.)

Z 10 15 Retirement Fund Balance—There shall be maintained in the fund a credit balance of not less than six times the disbursements for the latest complete fiscal year. (General Conference *Working Policy* Z 10 35. 5.)

Z 10 20 Sources of Funding—The plan is funded by contributions from participating organizations. The rates may be changed by the Executive Committee of the Southern Africa-Indian Ocean Division as necessary in order to meet the demands of the plan. Organizations that base their contributions on employee remuneration shall include all employees, both temporary and part-time, with the exception of student labor in educational institutions and those in any institution who are not paid according to a denominational wage scale. (General Conference *Working Policy* Z 10 35.6.)

1. *Field Organizations*—The Southern Africa-Indian Ocean Division, unions and local fields:

a. The applicable percentage of their tithe receipts or a percentage of payroll as set by the Southern Africa-Indian Ocean Division Executive Committee. (General Conference *Working Policy* Z 10 35. 6a.)

b. Where the Division or unions receive tithe direct from members, the amount paid to the fund shall be the same as if the tithe, had been paid through a local conference/mission/field. (General Conference *Working Policy* Z 10 35. 6b.)

c. For employees whose remuneration is funded partially or fully by other organizations or individuals and who are earning service credit, the employing organization shall make a contribution equal to 20 percent of their basic remuneration. .

2. *Institutions*—The following percentages of the basic remuneration of all employees:

a. Denominational colleges and secondary schools, including subsidiary organizations: 4.5 percent (excluding student labor and those employees who are not on denominational wage scale). Remuneration of teachers paid through subsidies, donations, or endowments shall be included when computing the amount to be paid to the fund.

b. Primary Schools: These are exempt from this regulation. They fall under the umbrella of the field, except if the basis for contribution is set on payroll.

c. Adventist Book Centers: 11 percent of salaries plus one percent of the retail value of subscription book sales.

d. Home Health Education Services: 11 percent of salaries plus one percent of the retail value of subscription book sales.

e. Publishing Houses/Printing Plants: 11 percent of the salaries of such employees as are earning service credit toward retirement.

f. Voice of Prophecy: 4.5 percent of salaries.

g. Hospitals, Clinics, Medical and Dental Practices: 11 percent of the basic remuneration of such employees as are remunerated according to the denominational wage scale.

Z 10 25 Remittances—Contributions to the fund shall be remitted at the close of each month. (General Conference *Working Policy* Z 10 40.)

1. *Adherence to Plan*—No union or conference/mission/field committee or institutional board shall have authority to change the rates at which contributions are made or to change the date on which the rates become effective. (General Conference *Working Policy* Z 10 35.7.)

2. *Payment an Obligation*—Payment in full of the required contributions is an obligation of all participating organizations. When such contributions are not remitted, the unpaid amounts shall be considered liabilities and treated as such in the financial statements of the organizations concerned. (General Conference *Working Policy* Z 10 35.8.)

a. Interest at 10 percent per annum shall be charged on all contributions that are 60 days or more in arrears. When auditors make adjustments, the due date shall be when the adjustment is made.

b. Unions and fields shall be responsible for and shall underwrite the payment of contributions from their subsidiary organizations, except if the basis for contribution is set on payroll.

c. If contributions to the fund become delinquent, the Southern Africa-Indian Ocean Division Treasury is authorized to deduct such contributions from appropriations which might be due the union or institution concerned, including Specials but excluding Restricted Funds.

Z 15 Responsibility of Divisions

Z 15 05 Responsibility for Interdivision Employees—1. *Base Division is Responsible* —The base division from which an interdivision employee is called to serve in another division shall assume responsibility for the retirement benefits of that employee. (General Conference *Working Policy* Z 15 05.1)

2. *Marriage of Single Interdivision Employees*—The marriage of a single interdivision employee to an employee of another division shall not automatically release the interdivision employee's base division from responsibility for retirement benefits, if eligibility requirements are met. (General Conference *Working Policy* Z 15 05.2) Division responsibility in such cases shall be determined under the provisions of General Conference *Working Policy* 0 100, *Single Interdivision Employee Who Marries*, which allows the former single interdivision employee and his/her spouse to choose a family adopted division.

3. *Base Division Approval*—A Division Retirement Plan Committee which recommends benefits for an employee which must be paid by another base division's retirement plan shall not take definitive action regarding admission to that plan or regarding the retirement rate until the base division has approved the recommendation. (General Conference *Working Policy Z 15 05.4*.)

Z 15 10 Independent Transfers—Division responsibility for employees who have made an independent transfer is outlined in Z 20 below, *Employees Who Effect an Independent Transfer*.

Z 15 15 Interdivision Students—Persons who go to another division for educational purposes and who return to their home division for service shall be considered employees of their home division, which also shall assume responsibility for their service records and retirement benefits. (General Conference *Working Policy Z 15 20*)

Z 15 20 Displaced Persons—Retirement benefits of displaced persons, when eligible, shall be the responsibility of their base division. Divisions shall consult with the General Conference in cases where displaced persons are from outside their territory. (General Conference *Working Policy Z 15 25*)

Z 20 Employees Who Effect an Independent Transfer

Z 20 05 General Provisions—The following general provisions shall apply to persons who have effected an independent transfer from one division to another (see General Conference *Working Policy E 20, Independent Transfers*):

1. *No Transfer of Benefits*—There shall be no transfer between divisions of responsibility for retirement benefits for persons who effect an independent transfer subsequent to December 31, 1977.

2. *Retirement Applications*—The independent transferee shall be eligible to apply through the Retirement Plan Office in the division where he/she is currently employed for retirement benefits from each of the divisions in which he/she has served and accumulated the required minimum service credit for retirement eligibility as outlined in Z 20 15 below.

3. *Minimum Service Requirements*—The years of service credit required for an independent transferee to apply for retirement benefits shall be as follows:

a. A minimum of 15 full years of service credit shall be required in one of the divisions to which he/she is applying, or

b. A minimum of ten full years in each of the divisions if that is the minimum requirement in each of the divisions to which the employee is eligible to apply.

c. In addition to the 15 or 10-year requirement in 3 a) or 3 b) above, a minimum of ten full years of service credit shall be required in each of the

other divisions to which he/she is eligible to apply for retirement benefits.

4. *Basis of Benefits*—Each division shall calculate retirement benefits based on the years served by the employee in that division and shall grant benefits according to its retirement plan policies. Benefits shall be paid in local currency where it is impossible to transfer funds.

5. *Service Credit Limited to First 40 Years*—The service credit which an employee may apply toward retirement benefits from the divisions where he/she has served shall be the first 40 years, except In those cases where the independent transfer was effected after December 31, 1977.

6. *Vesting in Adopted Division*—In order to be eligible for retirement benefits in the adopted division to which he/she is transferring, an employee who effects an independent transfer must begin employment in the adopted division at an age which will allow him/her to become vested in the adopted division by the time he/she reaches the normal retirement age set by that division.

7. *Administration of Benefits*—When an employee has been approved to receive retirement benefits from two or more divisions, the total monthly benefits and any health-care assistance granted to him/her or his/her dependants shall be administered by the division in which he/she is currently residing, subject to the ability of the other divisions to transfer funds (see paragraph 4 above). Responsibility for the funding of all benefits shall be distributed between the divisions which provide the employee's retirement benefits in the same proportion as the years of service accrued in each division. The beneficiary's health-care assistance shall be the total of the assistance that he/she has qualified for in each of the divisions where he/she has served. (General Conference *Working Policy Z 20 05.*)

Z 20 10 Interdivision Service—An independent transferee who is later appointed to interdivision service by his/her adopted base division shall continue accruing service credit in his/her adopted base division country retirement plan. (General Conference *Working Policy Z 20 10*)

Z 20 15 Return to Home Division—If an employee who has effected an independent transfer from his/her home division to an adopted division is subsequently called back or transfers independently to his/her home division, retirement responsibility for his/her service shall be in harmony with the following provision:

1. If the employee made his/her first independent transfer to the adopted division before January 1, 1978, and if he/she has a minimum of ten years of service in the division, he/she may request that the adopted division assume responsibility for his/her total denominational service up to the date of his/her re-employment by the home division. If he/she elects not to make this request, the responsibility for his/her service shall be shared by the divisions in harmony with General Conference *Working Policy Z 20 05.4.*

2. If the employee made his/her first independent transfer before January 1, 1978, but did not fulfill the ten-year service requirement in the adopted division, only his/her service from the time of the independent transfer to the date of re-employment by the home division shall be recognized by the adopted division. However, if the employee returned and was re-employed by the home division prior to January 1, 1978, he/she may request the adopted division to assume responsibility for his/her total denominational service, provided he/she has returned to the adopted division on an independent transfer basis and resumed employment by December 31, 1980, and subsequently completes the ten-year service requirement.

3. If the employee made his/her first independent transfer after December 31, 1977, only his/her service from the time of the independent transfer to the date of re-employment by the home division shall be recognized by the adopted division.

4. Regardless of the date when the employee made his first, independent transfer to his/her adopted division, he/she shall be allowed to add to his/her service in the adopted division any subsequent service in that division, provided he/she returns to the adopted division on an independent transfer basis. (General Conference *Working Policy* Z 20 15.d.)

Z 25 Service Credit

Z 25 05 Criteria for Recognizing Service—Employees shall be eligible for service credit according to the following regulations:

1. *Age Parameters*—a. Employees are eligible to earn service credit from the first of the month in which they attain the age of 18 until the first of the month in which they attain the age of 68, up to a maximum of 40 years. No additional credit toward retirement benefits is earned after age 68 or 40 years of service.

b. Any service after the age of 65 shall be by mutual consent of the employee and the employer, but the final decision shall rest with the employer. Credit for such service shall be recognized if the employee has not reached the maximum of 40 years. (See also Z 30.)

2. *Remuneration*—In order to receive retirement benefits, employees must have been remunerated according to the denominational wage scale and applicable allowances.

3. *Years of Service Credit*—One year of service credit shall be granted to an employee for each year of denominational service in which he/she was remunerated for at least 1976 hours or for at least 11.5 months on a full-time salaried basis. (See also Z 30.3, and Paragraph 6 of this section.)

4. *Proportionate Service Credit*—An employee who works less than full-time during a calendar year shall be eligible for proportionate credit on the

following basis:

a. If he/she completes 1,000 hours of part-time service on an hourly basis, he/she shall be credited with 50 percent of a year of service plus proportionate credit for hours between 1,000 and 1976.

b. If he/she completes at least six months of full-time service on a salaried basis, he/she shall be credited with 50 percent of a year of service plus proportionate credit for service that exceeds six months.

c. If he/she is paid a salary for less than full-time employment, he/she shall be credited with proportionate service provided his/her remuneration equals at least 50 percent of the salary that is paid to a full-time employee with equivalent qualifications and responsibilities.

d. All other part-time service shall be recorded on the employee's service record in hours. In cases where the remuneration is paid as a flat amount per month, the number of hours shall be computed by dividing the flat amount for the year by the hourly rate that is paid full-time employees for similar work.

5. *Special Provisions*—An employee who serves less than six months on a full-time salaried basis or less than 1,000 hours on a part-time basis, provided such hours average at least 83 per month shall be granted service credit for the time he/she serves during the periods listed below:

a. During the year he/she commenced denominational employment.

b. During the year he/she is admitted to the plan directly from employment.

c. During the year he/she began an authorized sponsored study leave.

d. During the year the authorized sponsored study leave ended.

6. *Penalty for Break in Service*—An employee who, prior to qualifying for 15 continuous years of service, has a break in service that exceeds previous accrued years of service shall lose the previous credit, except:

a. If he/she was granted leave for a course of study and returned to denominational employment within three months of the close of his/her study leave.

b. If he/she has a period of 15 consecutive years of service subsequent to the break.

c. If he/she has a total of 25 years of service credit at the time of his/her admission to the plan.

d. If the break was caused by job redundancy, retrenchment, or reorganization on the part of the employer and was no fault of the employee, in which case note shall be made of this fact on his/her service record.

7. *Employed Spouse of Beneficiary*—Service credit is granted to an employee provided the spouse is receiving benefits at the single rate. When both husband and wife are denominationally employed and one retires before the other, the one retiring should apply for benefits at the single rate if the

other desires to continue earning service credit.

8. *Combined Service Credit*—a. The spouse of an employee who died before retiring may add the years of service shared with him/her to her/his own service for the purpose of computing her/his retirement benefits.

b. If a widow/widower was married more than once and had shared service with more than one employee, her/his benefits shall be computed on the sum of the shared service plus her/his own service up to a maximum of 40 years.

9. *Medical Leave*—An employee who is admitted to the plan because of disability shall be granted service credit for the six months during which he/she receives regular remuneration from his employing organization prior to the commencement of retirement benefits.

10. *Student Labor*—Students whose work in Seventh-day Adventist educational institutions (including affiliated industries) is classified as student labor are not eligible for service credit while engaged in such labour.

11. *Termination Settlement*—a. No service credit shall be given for the number of months of remuneration an employee is paid as a termination allowance or settlement. (See General Conference *Working Policy Z 25 10*)

b. A termination allowance/settlement does not affect an employee's service credit unless the payment constitutes a full and final settlement, including the cancellation of all service credit and forfeiture of all retirement benefits.

Z 25 10 Service Verification—Each entry on the service record of an employee shall be verified by an officer of the employing organization. This signature does not guarantee that such service will count toward eligibility for retirement benefits. It simply verifies that the person was employed during the period indicated. The final decision is made by the committee. (See General Conference *Working Policy Z 25 15*)

Z 25 15 Literature Evangelists—1. *Full-time Literature Evangelists*—Regular literature evangelists shall be granted a full year of service credit for each calendar year they work a minimum of 1,440 hours and submit at least 40 weekly reports. (See General Conference *Working Policy Z 25 25*)

2. *Part-time Literature Evangelists*—Literature evangelists who complete 720 hours of work within a calendar year shall be credited with fifty percent of a year of service plus proportionate credit for hours between 721 and 1,440. (Prior to January 1, 1981 the requirement for literature evangelists was a minimum of 1,200 hours and at least 40 weekly reports within a calendar year.)

3. *Students*—Students on the scholarship plan are not eligible for service credit.

Z 25 20 Local Church and Elementary School Personnel—Service credit may be granted to employees such as secretaries, custodians, and bus

drivers, in churches and elementary schools, provided they are remunerated for at least 1,000 hours during the calendar year, the field has them on its payroll, and their remuneration is in accordance with an authorized denominational wage scale. (See General Conference *Working Policy Z 25 30*)

Z 25 25 Dentists—Service credit shall be granted to a denominationally employed dentist in the following circumstances:

1. *Advanced Training*—For the period of a leave of absence granted for further training, with or without remuneration, provided he/she returns to denominational service immediately after completing the further training. (See General Conference *Working Policy Z 25 35.1*.) The service credit shall be added to the service record, one year for each year of subsequent denominational service up to the length of the leave of absence, with a maximum of five years of such service credit.

2. *Government Service*—For the period of time he/she is required to serve the government in order to be eligible to practice in that country, provided he/she receives regular denominational remuneration and passes on to the employing organization any remuneration received from the government. (See General Conference *Working Policy Z 25 35.2*)

Z 25 30 Physicians—Service credit shall be granted to a denominationally employed physician as follows:

1. *Internship Year*—For the internship year, provided he/she enters regular denominational service within three months of the completion of his/her internship year and/or required military service. (See General Conference *Working Policy Z 25 40.1*)

2. *Residency Training*—For the period of a denominationally approved residency program, with a maximum of five years, when he/she has been placed under appointment or deferred appointment and enters regular denominational employment immediately after completing the residency training program. The service credit shall be added to the service record, one year for each year of subsequent denominational service up to the length of the residency, with a maximum of five years of such service credit. (See General Conference *Working Policy Z 25 40.1*)

3. *Study Leave*—For the period of a study leave granted for additional or advanced training, with or without remuneration, provided he/she returns to denominational service immediately after completing the advance training. The service credit shall be added to the service record, one year for each year of subsequent denominational service up to the length of the study leave, with a maximum of five years of such service credit. (See General Conference *Working Policy Z 25 40.2*)

4. *Government Service*—For the period of time he/she is required to serve the government in order to be eligible to practice in that country, provided he/she receives regular denominational remuneration and passes on to the

employing organization any remuneration received from the government. (See General Conference *Working Policy Z 25 40.3*)

Z 25 35 Military Service—Employees who went into compulsory military service or who were assigned to alternate service in lieu of military service, and who within one year after discharge entered or re-entered denominational employment or engaged in further training for denominational service and within one year entered or re-entered denominational employment upon completion of such training, shall be eligible for service credit according to the following provisions (see General Conference *Working Policy Z 25 45*):

1. *Employees' Military Service*—Full-time employees who went directly from denominational service into required military service shall be granted service credit for the actual period they were in military service provided the time they served was the minimum required. (See General Conference *Working Policy Z 25 45.1*)

2. *Pre-employment Military Service*—Employees who were required to serve in the military immediately prior to commencing denominational employment may be granted up to two years of service credit for military service if they have less than 40 years of service credit by age 68 or at the time of retirement because of either age or disability, provided their denominational service has been continuous.

Z 25 40 Service in Self-Supporting Institutions—A denominational employee who is assigned by a conference/mission/field committee to serve in a self-supporting institution may continue earning denominational service credit provided the following conditions are met:

1. *Conference/Mission/Field Employee*—The employee is on the conference/mission/field payroll and is paid on the same basis as other conference/mission/field employees. (The self-supporting institution may make an appropriation or contribution to the conference/mission/field to cover all or a portion of the employee's remuneration.)

2. *Type of Institution*—The employee shall be limited to service in organizations that operate educational, medical, and evangelistic programs whose objectives are similar to a comparable denominational organization.

3. *Category of Service*—The employee shall be limited to service in the following categories of service:

- a. Chief administrator of an institution or its major components.
- b. Minister who serves as pastor, chaplain, or Bible teacher.
- c. Teachers.

4. *Need Substantiated*—The organization shall substantiate its need for an employee who has a background of denominational service.

5. *Procedure*—The assignment of the employee to service in a self-supporting institution shall be approved by the union conference committee and the division retirement plan committee.

6. *Contribution*—The self-supporting organization may be requested to make contributions to the retirement plan to cover the service credit being earned by the employee.

Z 25 45 Undergraduate Study—Service credit may be granted for time spent in obtaining undergraduate degrees according to the following provisions:

1. *Fully Remunerated Study Leave*—When the employing organization continues full remuneration during an approved study period. (See General Conference *Working Policy Z 25 55.1*)

2. *Partially Remunerated or Unremunerated Study Leave*—When the employing organization grants an employee study leave with less than full or with no denominational remuneration, and provided the employee has rendered at least five years of service and has not had the opportunity for baccalaureate study previously, six months service credit shall be granted for each year of study, up to a maximum of two years of credit. The service credit shall be added to the service record, one year for each year of subsequent denominational service, up to two years of credit.

3. *Degree Requirement*—The employee must complete a degree in order to receive such service credit and must return to denominational employment within one year after degree requirements have been met.

4. *Contributions to Retirement Plan Fund*—The organization employing the person after completion of the degree, if other than a union or field, shall contribute to the fund the amount that would have been contributed during the service credit period had the person been on the denominational payroll. (See General Conference *Working Policy Z 25 55.2b*)

Z 25 50 Graduate Study—Service credit may be granted for time spent in obtaining graduate degrees according to the following provisions:

1. *Full Remuneration*—When the employing organization continues full remuneration during graduate study. (See General Conference *Working Policy Z 25 55.1*)

2. *Doctoral Study*—When the employing organization grants a leave of absence for study on the doctoral level, with less than full or with no denominational remuneration, provided the doctoral degree is completed.

3. *Advanced Degrees*—When an employee is granted leave of absence to obtain a degree on or above the Master of Arts level, without regular denominational remuneration, provided he/she returns to denominational service within one year of the awarding of the degree.

4. *Service Credit*—The service credit allowed for study programs covered by paragraphs 2 and 3 shall be the minimum time for completion of the degree by a full-time student, up to a maximum of two years. The service credit shall be added to the service record, one year for each year of subsequent denominational service up to two years of such credit.

5. *Contribution to Retirement Plan Fund*—The organization that employs such a person, if other than a union or a field, shall be responsible for the amount that would have been contributed to the fund during the service credit period if the person had been on the denominational payroll. In the case of an interdivision employee, the base division shall be considered the employing division for purposes of applying this policy, thus no contribution would be required on his/her behalf. (See General Conference *Working Policy Z 25 55.2b.*)

Z 25 55 Commission Salespersons—Salespersons working on a purely commission basis are considered self-employed persons and are not eligible for service credit. (See General Conference *Working Policy Z 25 60.*)

Z 25 60 National Returning on Special Arrangement—The service credit of a person who is called from his/her adopted division to serve in his/her home division on the basis of an employee returning on special arrangement (see E 20 25 paragraph 2 and E 30 15) shall be validated in the adopted base division by the calling division's paying into the employee's adopted division retirement plan. Application of this policy is subject to the terms and conditions of the retirement plan policy in the division/country concerned.

Z 25 65 Maximum Age For Beginning Denominational Service—Persons must begin denominational employment at an age that will enable them to become vested by the time they reach the normal retirement age. Persons entering denominational employment after that age shall not become eligible for retirement benefits, regardless of the number of years they serve the denomination.

Z 30 Retirement Age

Z 30 05 Guidelines—These are not intended to be mandatory retirement ages irrespective of health, ability, and opportunity for service, but should be understood as merely setting a minimum limit when age alone may be considered a determining factor.

1. *Normal Retirement Age*—The normal retirement age is 65. On attaining that age an employee shall be entitled to retirement benefits from the first of the month in which his/her birthday occurs. (See also Z 25 05.1 and General Conference *Working Policy Z 30 05.2.*)

2. *Early Retirement*—a. An employee who has reached the age of 62 and has at least 35 years of service credit may elect to retire at any time prior to his/her normal retirement age and thereupon shall be entitled to retirement benefits from the first day of the month following cessation of employment if he/she retires directly from active service, or from the first day of the month in which he/she attains the age of 62 if he/she has already stopped work. (See

General Conference *Working Policy* Z 30 05.3)

b. An employing organization may also elect to recommend for retirement an employee who has reached the age of 62 and has 35 years of service credit, provided that:

1) There is prior consultation with the Division Retirement Committee.

2) This action is in harmony with prevailing labour law.

3) The organization pays to the fund the equivalent of his/her remuneration (salary, housing, and other regular allowances) for six months.

4) This provision is not a guarantee of continuous employment up to the age of 62.

3. *Vested Retirement*—a. After the date of implementation of this policy (July 1, 1987), an employee who terminates denominational service prior to normal retirement age and who has earned 15 years of time continuous service credit shall be entitled to retirement benefits on the first day of the month in which he/she attains the age of 65, calculated on the basis of his/her service credit, provided that he/she was not disqualified by, the retirement policy in force at the time of his/her discontinuance of denominational service and that no documented final settlement was made with him/her at the time in accordance with the relevant policy in lieu of any future retirement benefits (Y 60, points 3 & 6).

b. For those employed by the former Eastern Africa Division between January 1, 1981, and June 30, 1987 inclusive, the vesting period shall be 10 years.

c. Those employed by the Eastern Africa Division prior to January 1, 1981, and subsequent to implementation date of this policy (July 1, 1987) the vesting period shall be 15 years.

Z 30 10 Disabled Employees—1. *Eligibility*—An employee who becomes disabled before qualifying for regular benefits on the basis of age and service may apply for temporary benefits on the basis of disability.

Z 35 Benefits

Z 35 05 Monthly Payments—The regular benefit payable to an employee who is eligible for retirement shall be determined as follows:

(Salary Percentage times current Relevant Wage Factor, times Benefit Rate, equals Monthly Payment. For examples see Z 60 below.)

1. *Salary Percentage*—The salary percentage shall be that which applied to the employee at the time he/she ceased employment. If within the last five years of service he/she held a position providing a higher percentage than that prevailing at cessation of employment, the higher rate shall apply.

2. *Relevant Wage Factor*—The factor on which the employee's salary was

based at the time he/she ceased employment, in its current (updated) form. If any employee retires from active service in a union/institution where the wage factor is lower than that in his home union, the wage factor of his/her home union shall apply.

3. *Benefit Rate*—The benefit rate is determined by applying the employee's service credit to a scale which provides 2 percent per year of service, commencing at 30 percent for 15 years and ending at 80 percent for 40 years. This shall be the family rate. The single rate shall be 75 percent thereof, commencing at 22.5 percent and ending at 60 percent. (See also Z 55 & General Conference Working Policy Z40 05.1, 2.)

4. *Periodic Income or Capital Sum Benefits*—In instances where an employing organization contributes to a retirement or provident fund on behalf of employees and the proceeds of the fund are paid to employees by periodic income or capital sum upon the attainment of a specified age or retirement, the organization's contribution shall be taken into consideration when calculating the regular retirement benefits.

Z 35 10 Family Benefits—1. *Married Employee*—A married denominational employee is automatically eligible for family benefits, unless he/she elects single benefits in terms of Z 35 15.2 and Z 25 05.7.

2. *Continuance of Family Rate*—In case of the death of a beneficiary, the family rate shall be continued to the surviving spouse for three months following the month in which the death occurs. After that it shall be reduced to the single benefit rate. (See General Conference *Working Policy* Z 40 05.4.)

Z 35 15 Single Benefits—1. *Unmarried Employees*—An unmarried employee is automatically eligible for single benefits.

2. *Married Employees*—A married employee may apply to the committee in writing prior to the retirement benefit starting date, with the written consent of his/her spouse, to have his/her retirement benefits paid to him/her in the form of single benefits for the rest of his/her life, instead of family benefits. Such request may be revoked in writing at any time before the retirement benefit starting date, but not afterwards. (See General Conference *Working Policy* Z 40 05.3)

Z 35 20 Disabled Employees—An employee who has a minimum of 15 years of service credit and becomes disabled while in service (but before qualifying for regular benefits on the basis of age) may apply for temporary benefits on the basis of disability. A medical report from a qualified physician approved by the committee shall accompany the application. (See General Conference *Working Policy* Z 30 10.)

1. *Employees in Mission Service*—Employees who are appointed from the Southern Africa-Indian Ocean Division to serve in another division shall be granted minimum disability benefits even though they do not qualify by service if they become disabled while in foreign service. (See also Z 35 25 &

General Conference *Working Policy* Z 30 10.3.)

2. *Retirement Benefits*—Granting of retirement benefits on the basis of disability before retirement age shall be limited to those who experience the disability and apply for benefits while in full-time denominational employment. Exceptions may be made for employees who voluntarily discontinue service in an effort to find employment that is compatible with their health condition and who apply for benefits within two years, provided this arrangement is recommended by the employing organization and approved by the committee at the time of termination of denominational service. (See General Conference *Working Policy* Z 30 10.2)

3. *Workmen's Compensation Insurance*—Disabled full-time employees shall not be eligible for disability retirement benefits while they are receiving Workmen's Compensation Insurance benefits as salary replacement, except for the difference between the two benefits when Workmen's Compensation is less than disability benefits. Such employees shall be eligible to apply for disability benefits if they are still disabled when Workmen's Compensation terminates, provided they do so within six months.

4. *Termination Settlement*—Employing organizations shall be responsible for making termination settlement with disabled employees who are not eligible for disability retirement benefits and who will not be eligible for regular benefits when they reach the age of 65.

5. *Re-employment*—Disabled beneficiaries who have regained their health to the extent of being able to resume full-time employment in the denomination or elsewhere are expected to do so until such time as they are eligible for regular benefits.

Z 35 25 Temporary or Disability Rates—1. *Service Record Base*—Temporary or disability benefit rates shall be based on the beneficiary's service record or 20 years, whichever is greater.

2. *Less Than 30 Years of Service Credit*—When an employee who has earned less than 30 years of service credit reaches the age of 65, he/she shall be granted an additional half year of service credit for each year he/she received disability benefits, the total amended service credit not to exceed 30 years, and his/her benefits shall be adjusted accordingly. If the amended total service credit is less than 20 years, the beneficiary will receive a reduction in monthly benefits, medical expense assistance, educational assistance, and funeral allowance. (See Z 35 05. 3.)

Z 35 30 Review of Temporary Beneficiaries—Once each year all cases of temporary beneficiaries shall be reviewed, in order to determine which shall be retained on the plan. In cases of disability, medical reports shall be submitted in support of continued benefits. (See General Conference *Working Policy* Z 30 35)

Z 35 35 Ministers from Other Christian Denominations—When a

minister who has served another denomination enters the ministry of the Seventh-day Adventist Church before he/she has passed his 50th birthday and is unable, because of health or other valid reasons, to meet the 15-year minimum service credit requirement for retirement benefits, the committee shall have discretionary power to authorize benefits at the 15-year rate, if an evaluation of the minister's financial situation merits such action. (GC Z 30 20)

Z 35 40 Remarriage of a Beneficiary—A beneficiary who retires under family benefits, and whose spouse dies, shall have family benefits restored **upon** remarriage, for as long as they both live, but the spouse will receive no benefits after the beneficiary's death, except as provided in Z 25 05.8b. However, if the beneficiary marries one who is eligible for single benefits in his/her own right, his/her benefits shall continue at the single rate.

Z 35 45 Marriage of Single Beneficiary—A beneficiary who retires under single benefits shall continue to receive retirement benefits at the single rate after marriage or remarriage. (See Z 35 05.08 & General Conference *Working Policy* Z 40.05.6)

Z 35 50 Spouses of Deceased Beneficiaries—The spouse of an employee shall qualify for retirement benefits according to the following provisions:

1. *Minimum of 15 years*—If the spouse has been married to the beneficiary for not less than 15 consecutive years, or shared in the spouse's active service for less than 15 years but was also in service either prior to the marriage or after the spouse's active service ceased, and his/her service added to service shared with the spouse amounts to 15 years or more he/she must also meet the age requirements. Care should be exercised that a surviving spouse, whose total service credit is short, not be admitted to the plan until it has been found that no other provision can be made for the individual's support. (See General Conference *Working Policy* Z 30 25.1)

2. *Date of Commencement*—If a beneficiary should die before attaining retirement age, the surviving spouse will be eligible for benefits on the basis of the deceased spouse's age. Retirement benefits will thus commence on the date at which the deceased beneficiary would have attained retirement age.

3. *Interdivision Service*—If a potential beneficiary dies in interdivision service, the spouse shall be granted minimum benefits even though he/she does not qualify by service. (See General Conference *Working Policy* Z 30 25.3)

4. *Dependent Children*—a. Even if the spouse of a beneficiary is not eligible for retirement benefits under paragraph 1, but is left with dependent children, he/she shall be granted the following assistance per child from the fund until the children cease to be dependent. (See Z 10 05.5 for definition of a dependent child.) The assistance shall be as follows:

- 1) Medical expense assistance (Y 30 05).
- 2) Educational Assistance (Y 35).

3) Child allowance benefit of 15 percent of the remuneration factor.

Care shall be exercised that the spouse of a beneficiary whose total service credit is short is not admitted to the plan until it has been found that no other provision can be made for his/her support. (See General Conference *Working Policy Z 30 25.2*.)

b. A widow or a widower with one or more dependent children, who is a beneficiary at the time of the death of his /her spouse, shall receive benefits at the family rate.

5. *Employees with Dependent Children*—a. When a widower/widow, who is a beneficiary of the plan because of having been left with one or more dependent children, secures full-time employment, his/her benefits shall be terminated if he/she received more than his/her spouse would be entitled to at death (with a minimum of 20 years.) If he/she receives less, the plan shall make up the difference. The allowance for the children shall be continued if the deceased spouse had 15 or more years of service credit.

b. If the spouse of a beneficiary is employed full-time by a denominational organization, the period of his/her service shall be added to the spouse's service record, and the employer shall become responsible for allowances for the children.

6. *Age 55, Special Provisions*—The spouse of a denominational employee may be granted retirement benefits following the decease of the beneficiary, even though he/she does not have dependent children, if he/she has not been employed on a regular basis and does not have employable skills, provided he/she is at least 55 years of age and meets the minimum service requirement. When a spouse has not reached/the age of 55 and because of lack of training is unable to secure suitable employment, he/she may be granted temporary benefits for a period of up to 18 months to enable him/her to secure the necessary preparation for proper employment. (See General Conference *Working Policy Z 30 25.5*)

7. *Unemployable Spouse*—If a spouse is under the age of 55, has no training or employable skills, and has no reasonable expectation of acquiring employable skills, the committee shall have the power to grant him/her retirement benefits on the basis of the deceased spouse's service credit, or as other circumstances may indicate.

8. *Remarriage of Temporary Beneficiary*— (to be read in conjunction with Paragraph 5)—The benefits of a spouse who is a temporary beneficiary because of having been left with dependent children shall be terminated at the time of remarriage, except that the allowances for his/her children shall be continued if the deceased beneficiary had 15 or more years of service credit. (See General Conference *Working Policy Z 30 25.7*.)

9. *Remarriage of Regular Beneficiary*—A spouse who is either receiving, or is eligible for, regular benefits on the basis of his/her own service, the

former husband's service, or a combination of both, may receive benefits from the fund at the single rate after remarriage. (See General Conference *Working Policy Z 30 25.8*.)

Z 35 55 Orphans—When children become orphaned by the death of the last surviving parent who was either an employee or a beneficiary, the benefits due to the family on the basis of service credit shall be granted to the children, as follows:

- a. Medical expense assistance.
- b. Education Assistance.
- c. Child allowance benefit of 20 percent of the remuneration factor.

Regular benefits shall cease when the child can no longer be described as dependent. (See Z 10 05.5 for definition of dependent child.)

Z 35 60 Education Assistance—1. *Dependent Children*—Assistance shall be granted with the cost of educating dependent children according to the scholarship grant policy in force in the Southern Africa-Indian Ocean Division, provided that (see General Conference *Working Policy Z 40 30*):

- a. The employee died while in denominational service and left children who were dependent on him/her, either with or without another parent, or
- b. The beneficiary was admitted to the plan directly from active service and was eligible for this assistance from his/her last employer.

2. *Amount of Assistance*—The amount of assistance granted shall be:

- a. To disability beneficiaries, 100 percent of the policy.
- b. To widows who are below retirement age and are not denominationally employed and whose remuneration is not greater than the husband would have been entitled to at the time of his death (with a minimum of 20 years), one hundred percent of the policy. The dependent children of denominationally employed widows will receive educational assistance from their employers. [See *SID Working Policy Z 10 05*, subsection 5, for the definition of a dependent child.]

- c. To beneficiaries with 35 or more years of service credit, one hundred percent of the policy. For those with less than 35 years, the scholarship grant shall be one hundred percent multiplied by the service credit and divided by 35.

3. *Children of Retirement Plan Participants*—The policy applying to the transportation of employees' children to and from division-approved schools in the Division Territory applies also to the children of Retirement Plan participants.

4. *Exclusions*—Education assistance is not provided for children who were born or adopted after the beneficiary discontinued full time denominational service. However, an exception may be made for children born to a beneficiary during the time he/she received disability benefits.

Z 35 65 Medical Expense Assistance—Beneficiaries and their spouses and

dependent children shall be granted assistance on medical expense according to the provisions of the succeeding paragraphs:

1. *Eligibility*—The following cases are eligible for medical expense assistance:

a. Beneficiaries who have at least 15 years of service credit.

b. Widows whose benefits are based on a minimum of 15 years of service credit. Dependent children of beneficiaries who were born or legally adopted before the employee discontinued denominational service. However, an exception may be made for children born to a beneficiary during the time he/she received disability benefits.

2. *Amount* — Medical expense assistance shall be as follows:

a. Twenty-five percent for 15 years of service plus 2.5 percent for each year of service credit above 15, up to a maximum of 75 percent. This percentage shall be applied to the same categories of expense as are provided for in the medical expense policy in force in the Southern Africa-Indian Ocean Division.

b. An additional 15 percent assistance shall be granted on hospitalization, including professional fees and hospital-related expenses.

c. The additional 15 percent shall also be granted on the expense approved under paragraph 2 a) above in cases where the total annual expenses of the eligible members of the family unit exceed ten times the monthly wage factor after deducting assistance received from sources listed under paragraph 3.

d. Widows/widowers who are granted temporary benefits shall be given maximum assistance for themselves and their dependent children. The children are also eligible for assistance during the time they qualify for scholarship grants. Such widows/widowers employed denominationally would receive normal medical expense assistance for themselves and their dependents from their employers.

e. The widow/widowers and dependent children of a beneficiary shall be due the same medical expense assistance as he/she was.

f. Beneficiaries shall be granted assistance on medical expense even though such expense is also covered by a personally paid medical insurance policy.

g. Assistance is granted only on satisfactory evidence of actual payment made. (See General Conference *Working Policy* Z 40 15.7)

3. *Limitations*—a. Beneficiaries and/or their spouses who are employed and who are being provided health-care insurance by their employer shall be granted assistance on the expenses that are not covered by such insurance. (See General Conference *Working Policy* Z 40 15.4)

b. Beneficiaries and/or their spouses who receive health-care expense assistance from another retirement plan shall not be eligible for duplicate assistance from the fund.

c. There is no health-care expense assistance for the spouse of a beneficiary who is receiving single retirement benefits, unless he/she is eligible for single benefits in his/her own right.

d. The employed spouse of a beneficiary is not eligible for medical expense assistance from the fund. For the purpose of this policy, an employed spouse is one who works an average of 30 hours per week or is employed on a basis normally considered to be full-time employment.

e. *Assistance While Residing or Visiting Abroad*—If a beneficiary travels to or lives in another country that has a higher level of medical charges, the medical assistance policy shall be applied against 30 percent of the total amount of medical accounts as paid by this beneficiary while he/she is residing or visiting abroad, up to a maximum of 20 times his/her monthly retirement benefit per year. If the beneficiary returns to his/her base union and incurs medical expenses in his/her base country, he/she may submit all of these expenses through his/her base union for assistance under the regular policy.

Z 35 70 Funeral Allowance—A funeral allowance shall be granted in the case of the death of a beneficiary or a dependent spouse. It shall be paid to the surviving spouse or, if there is no surviving spouse, to the person who has undertaken the responsibility for the funeral arrangements. For beneficiaries with 35 or more years of service credit, the amount granted shall be up to the relevant wage factor. For those with less than 35 years, the maximum allowance shall be the relevant wage factor multiplied by years of service divided by 35. Claims must be made within two years of the death of the beneficiary. (See General Conference *Working Policy* Z 40 20.)

Z 35 75 Divorce Situations—1. *Ex-spouse*—In cases where the courts have not determined the ex-spouse's share of retirement benefits, the committee is empowered to allocate the benefits between the two parties at its discretion. (See General Conference *Working Policy* Z 40 05.8.)

2. *Widow/widowers*—If a divorcee is also a widow/widowers by virtue of the death of an ex-spouse and is not employed, she/he and their children shall be granted benefits based on her/his service credit. If she/he is employed, they shall be treated in terms of Z 35 50.5. (This paragraph must be read in conjunction with Z 35 50.)

Z 35 80 Rates of Beneficiaries in other Divisions—The rate of a beneficiary who is not living in his/her base division shall be determined as follows:

1. *Basic Plan*—When a beneficiary moves from his/her base division to another division after retirement, he/she shall continue receiving benefits at the

rate of his/her base division for all years in which he/she was earning service credit.

2. *Interdivision Call*—A beneficiary, who as an employee was called to a division other than his/her base division and his/her last service was in the division to which he/she was called, may elect to remain there and shall receive benefits according to the retirement plan of this division even though it is not his/her base division. The benefits are charged to his/her base division.

a. If the benefits of the retirement plan of the division to which he/she was called are more than they would be in his/her base division, the division in which he/she retires shall be responsible for the difference.

b. If such a beneficiary moves to another division other than the one to which he/she was called, or returns to his/her base division on the basis of an official permanent return at the time of his/her retirement or sometime later, he/she will not be eligible for this provision.

c. If he/she returns to his/her base division for a period of time at his/her own expense, he/she may have his/her retirement cheques sent to his/her bank account in the division to which he/she was called for up to six months. If he/she chooses to receive his/her benefits in his/her home country or stays longer than six months, his/her rate shall be changed to the rate of his/her base division. He/she shall be reinstated to the rate of the division, which he/she was called if he/she returns to that division within 18 months.

3. *Independent Transfers*—When a beneficiary who has effected independent transfer/s during his/her denominational service returns to his/her base division, either home or adopted, he/she shall receive benefits for service performed in all divisions at the rate effective in the division to which he/she has returned. However, at no time shall his/her benefits exceed the corresponding benefits being paid in the divisions in which he/she qualified.

4. *AVS Assignees to Home Division*—a. A beneficiary, who as an active missionary has transferred from his/her home division to a second division, may be invited to return to his/her home division under the Adventist Volunteer Service plan and continue to receive retirement benefits based on the rates of the division in which he/she has retired, provided the following conditions are met:

1) The retiree's home division shall request his/her service under the provision of the Adventist Volunteer Service plan.

2) The initial request shall be for a specified period of up to two years.

3) The General Conference shall approve the request.

b. If the retiree's home division wishes to request his/her further service under the Adventist Volunteer Service plan, either as an extension of the initial request or as a new request, it shall do so under the same conditions outlined in paragraph 4 a) above.

Z 40 Employer Provided Benefits

Z 40 05 Disability Retirement—1. *Six Months' Continuance of Remuneration*—When an employee becomes disabled and ceases active service, his/her employing organization shall continue his/her full remuneration for six months prior to his/her admission to the plan, these six months being added to the employee's service record. If an employee is granted sick leave for a period of months, returns to work for a few months, and then is admitted to the plan because of disability, the previous sick leave may be applied to the six months' requirement, if it occurred within 12 months of the date of termination of employment. Unused vacation time may also be applied to the six months requirement. Such beneficiaries are not eligible for the retirement allowance that is granted regular beneficiaries upon retirement from active service. In the case of the death of an employee, the full remuneration shall be paid to his/her spouse, on the same basis. Fields provide this remuneration for church school teachers. (See General Conference *Working Policy Z 45 15.1.*)

2. *Special Exceptions*—Organizations employing on a regular basis a former plan beneficiary or a person who has received termination settlement of six months or more shall not be required to continue such an employee for a period of six months on full remuneration if he/she has given less than ten years of service to the denomination since being a beneficiary of the plan, or since receiving a termination settlement and because of disability or having reached the retirement age is again granted retirement benefits. (See General Conference *Working Policy Z 45 15.2.*)

3. *Returned Interdivision Employees*—Organizations employing a person recently returned from interdivision service, whose return was caused by a health problem, shall be required to continue the employee on full remuneration for only three months following his/her becoming disabled by recurrence of the health problem that caused his/her return, if he/she has worked less than three years since his/her return from interdivision service. The base division shall provide full remuneration for an additional three months. (See General Conference *Working Policy Z 45 15.3.*)

4. *Interdivision Employees over 55*—Organizations employing persons permanently returned from interdivision service who are over 55 years of age, who become disabled within three years of their employment and are approved for retirement benefits, shall be responsible for continuing their remuneration for three months. The base division shall provide full remuneration for an additional three months. (See General Conference *Working Policy Z 45 15.4.*)

5. *Retiring Interdivision Employees* —If because of disability a Southern Africa-Indian Ocean Division based employee in interdivision service finds it necessary to return to his/her base division, he/she shall be supported by the

last employing division for three months from the date of his /her leaving that division. He/she shall be eligible for a retirement allowance and retirement benefits in accordance with Southern Africa-Indian Ocean Division Policy. (See General Conference *Working Policy* Z 45 15.5.)

6. *Exclusions*—Persons whose remuneration is based wholly or in part on commissions are not eligible for the six months’ continuation of remuneration. (See General Conference *Working Policy* Z 45 15.6)

Z 40 10 Retirement Allowance—An employee who has earned service credit during at least two full years immediately preceding admission to the plan shall be granted a retirement allowance by his/her last employer.

1. *Maximum Allowance*—The maximum allowance shall be five months’ basic remuneration for employees with 40 years of service credit. For those with less than 40 years, the allowance shall be five months’ basic remuneration multiplied by the years of service credit and divided by 40.

2. *Termination Settlement Received Previously*—Employees who received a termination allowance/settlement at the time of a break in service shall be eligible only for a retirement allowance based on the years of service credit earned after the settlement.

3. *Interdivision Employees*—Southern Africa-Indian Ocean Division based interdivision employees who retire directly from interdivision service shall be granted a retirement allowance by the Southern Africa-Indian Ocean Division.

4. *Payment of Retirement Allowance*—This allowance may be granted on a monthly basis or in a lump sum, as requested by the employee. No service credit shall be granted for the period covered by the allowance, whichever way it is paid.

Z 40 15 Transportation—When an employee retires, the employing organization shall pay for the transportation expense and the cost of family travel to the place of his/her retirement, provided it is no farther than the place from which he/she was originally called and within the territory of the Southern Africa-Indian Ocean Division. This expense shall be paid on the same basis as the normal transportation of employees from one place of labor to another.

Transportation arrangements shall be made within one year of the employee’s retirement, unless some other definite agreement has been approved by the governing committee, and is limited to one move only.

Z 45 Post Retirement Service

Z 45 05 Post Retirement Service—Organizations may employ retirement beneficiaries under the following conditions:

1. The organization and the retirement beneficiary shall negotiate a mutually acceptable employment contract.

2. There will be no addition to the employee’s service record or contributions to the retirement fund on his/her behalf.

Z 50 Applications

Z 50 05 Application Procedure—Applicants for benefits from the plan shall submit satisfactory evidence that they are entitled to benefits, and applications shall be processed as follows:

1. *Local Field/Conference Employees*—Applications from employees of local fields and conferences and their institutions shall be recommended by the field/conference committee. The applications shall then be sent to the union for recommendations. (See General Conference *Working Policy Z 35 05.1* and 2.)

2. *Union Employees*—Applications from union employees shall be recommended by the union committee. (See General Conference *Working Policy Z 35 05.3*.)

3. *Union Institution Employees*—Applications from employees of union institutions shall be recommended by the institution board. The applications shall then be sent to the union for recommendations. (See General Conference *Working Policy Z 35 05.4*.)

4. *Division Employees*—Applications from employees of the division shall be recommended by the Division Executive Committee. (See General Conference *Working Policy Z 35 05.5*.)

5. *Division Institutional Employees*—Applications from employees of division institutions shall be recommended by the institution board. (See General Conference *Working Policy Z 35 05.6*.)

6. *Other Employees*—Applications from employees serving outside of the Southern Africa-Indian Ocean Division shall be recommended by the executive committee of the division in which they are serving.

7. *Individuals not Currently Employed*—Applications from individuals who are not currently employed shall be submitted to and processed by the last employing organization. (See General Conference *Working Policy Z 35 05.7*.)

8. *Signatures*—Each application shall be signed by an officer of each organization involved in the process. (See General Conference *Working Policy Z 35 05.8*.)

9. *Final Action*—After applications for retirement benefits have been processed as indicated in the foregoing paragraphs, they shall be presented to the committee for the final action and thence to the Division Executive Committee for approval. (See General Conference *Working Policy Z 35 05.9*.)

Z 50 10 Penalties for Tardy Processing of Retirement Applications—Where organizations are responsible of the tardy processing of retirement applications, the Retirement Fund reserves the right to hold them liable for the payment of interest on the delayed benefits. This interest will be credited to the beneficiaries whose claims are delayed.

Z 50 15 Protection of Retirement Plan Fund—Field and union committees and institution boards shall protect the fund by declining to recommend applications of individuals who do not qualify for benefits. Where questions arise, they may be referred to the committee through the regular channels. (See General Conference *Working Policy* Z 35 10.)

Z 55 Benefit Rate

The scale hereunder shall be applied to the relevant wage factors each year (see Z 35 05) and shall constitute the family rate. The single rate shall be seventy-five percent thereof. Although the scale below does not provide for fractions of years, these will also be factored into the retirement benefit on the basis that for each month of service, or major fraction thereof, the beneficiary will receive an additional 0.17% of benefits:

| Years of Service | Percentage | Years of Service | Percentage |
|------------------|------------|------------------|------------|
| 10 | 20 | 25 | 50 |
| 11 | 22 | 26 | 52 |
| 12 | 24 | 27 | 54 |
| 13 | 26 | 28 | 56 |
| 14 | 28 | 29 | 58 |
| 15 | 30 | 30 | 60 |
| 16 | 32 | 31 | 62 |
| 17 | 34 | 32 | 64 |
| 18 | 36 | 33 | 66 |
| 19 | 38 | 34 | 68 |
| 20 | 40 | 35 | 70 |
| 21 | 42 | 36 | 72 |
| 22 | 44 | 37 | 74 |
| 23 | 46 | 38 | 76 |
| 24 | 48 | 39 | 78 |
| 25 | 50 | 40 | 80 |

Z 60 Implementation

This policy shall be implemented and applied to all current beneficiaries as well as to new applicants from January 1, 1988. It shall replace and supersede all previous retirement plans in the territory of the Southern Africa-Indian Ocean Division. The following are some examples of the application of this policy:

Examples:

| | College Degree | 12-15 Yrs Education | Under 12 Yrs Education |
|---|----------------|---------------------|------------------------|
| A. Ordained Minister With 40 Years of Service: | | | |
| Salary Percentage | 100% | 100% | 100% |
| Relevant Wage Factor | \$400 | \$320 | \$240 |
| Benefit Rate | 80% | 80% | 80% |
| Amount/month (family) | \$320 | \$256 | \$192 |
| Amount/month (single) | \$240 | \$192 | \$144 |

| | | | |
|---|----------|----------|----------|
| B. Teacher With 35 years of Service: | | | |
| Salary Percentage | 97% | 97% | 97% |
| Relevant Wage Factor | \$400 | \$320 | \$240 |
| Benefit Rate | 70% | 70% | 70% |
| Amount/Month (family) | \$271.60 | \$217.28 | \$162.96 |
| Amount/Month (single) | \$203.70 | \$162.96 | \$122.22 |

| | | | |
|--|----------|----------|----------|
| C. Office Secretary With 27 years of Service: | | | |
| Salary Percentage | 85% | 85% | 85% |
| Relevant Wage Factor | \$400 | \$320 | \$240 |
| Benefit Rate | 54% | 54% | 54% |
| Amount/Month (family) | \$183.60 | \$146.88 | \$110.16 |
| Amount/Month (single) | \$137.70 | \$110.16 | \$82.62 |

| | | | |
|---|-------|-------|-------|
| D. Literature Evangelist With 30 years of Service: | | | |
| Highest Annual Income (in past 5 years: \$2,400) | | | |
| 1 month | \$200 | \$200 | \$200 |
| Benefit Rate | 60% | 60% | 60% |
| Amount/month (family) | \$120 | \$120 | \$120 |
| Amount/month (single) | \$90 | \$90 | \$90 |

| | |
|---|---------|
| E. Janitor With 33 years of Service: | |
| Salary Percentage | 50% |
| Relevant Wage Factor | \$200 |
| Benefit Rate | 66% |
| Amount/Month (family) | \$66 |
| Amount/month (single) | \$49.50 |

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