

GENERAL CONFERENCE COMMITTEE

December 3, 1987, 10:00 a.m.

MEMBERS PRESENT

G Ralph Thompson (Ch), M T Battle (Sec), R E Appenzeller, Karl H Bahr, W Floyd Bresee, C L Brooks, Shirley Burton, G Tom Carter, W T Clark, Helen C Craig, G H Crumley, G O Engen, Karen Flowers, R M Flowers, D F Gilbert, R B Grady, J H Harris, Tulio R Haylock, R R Hegstad, D W Holbrook, W G Johnsson, Israel Leito, J Lynn Martell, R L McKee, W L Murrill, J David Newman, R W Nixon, S H Parker, R L Pelton, Leo Ranzolin, D E Robinson, Gary M Ross, Monte Sahlin, W C Scales, E H J Steed, Elizabeth A Sterndale, Michael H Stevenson, Gary B Swanson, C D Watson, A S Whiting, Ted F Wick, D S Williams, K H Wood, F Donald Yost.

DEVOTIONAL MESSAGE

G Ralph Thompson, Chairman, read Rev 14:6--"And I saw another angel fly in the midst of heaven, having the everlasting gospel to preach unto them that dwell on the earth, and to every nation, and kindred, and tongue, and people."

This sweeping message highlights the universality of the gospel. The Chairman recounted experiences of his recent itinerary in the Middle East Union and the Southern Asia Division which illustrate the power of the everlasting gospel.

At the Middle East Union annual meeting, the representative from Iran (a minister) and the representative from Iraq (layman) were seen with their arms around each other. In India with its 800 million people speaking 1,000 major languages and dialects, the gospel has broken down barriers of language and culture. In Rajahmundry, 900 people had been prepared for baptism and only the fading daylight stopped the river baptism after 697 had received the rite. The rest were baptized the following Sabbath. In Hyderabad 87 people were baptized, among them some tribal people.

We belong to an international family and the gospel is indeed being preached in all the world.

W G Johnsson offered prayer.

MINUTES of the meeting held November 25, 1987 were approved.

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GCO/GCC to DFG

JOHNSTON, DAVID E--ASSOCIATE DIRECTOR, GENERAL
CONFERENCE TRUST SERVICES

VOTED, To elect David E Johnston to serve as an associate
director of the General Conference Trust Services.

CM/GCO/GCC to GRT

JOHNSON, NOELENE--ASSOCIATE DIRECTOR, CHURCH MINISTRIES
DEPARTMENT - NAD COORDINATOR OF CHILDREN'S MINISTRIES

VOTED, To elect Noelene Johnson to serve as associate director
of the General Conference Church Ministries Department with assignment
to the North American Division as coordinator of children's ministries.

GCO to MTB

JOHNSON, NOELENE--APPRECIATION

VOTED, To express appreciation to Noelene Johnson for her work
as editor of the World Mission Report. Through intelligence and good
judgment she has given a new direction to the Report and has made the
material usable.

EAD/GCO/GCC to MTB

AYONGA, Z F--COMMUNICATION DEPARTMENT DIRECTOR,
EASTERN AFRICA DIVISION

VOTED, To elect Z F Ayonga, presently serving as Communication
Department director of the East African Union, to serve as director of
the Communication Department of the Eastern Africa Division.

RANZOLIN, LEO - INTER-AMERICAN DIVISION ITINERARY

Commenting on the missionary enthusiasm of the members in the
Inter-American Division, Leo Ranzolin announced the most recent goal--
the baptism of 100,000 people in 1987. At the Division Year-end
meeting held in Curacao, Netherlands Antilles, J H Figueroa, Division
Secretary, presented a statistical report as of September 30, 1987, a
portion of which follows:

Church Membership: 1,017,799
Baptisms: 80,776

Net Membership Gain: 63,817 (6.7 percent)
Membership Loss: 13,821 (17.1 percent)
Membership Loss Through Death: 2,139 (19.8 percent)
Net Membership Loss: 16,958 (20.1 percent)

There are 1,613 ordained and licensed ministers in the Division and each one baptized at least 50 people during the nine-month period. The countries with the largest membership are: Mexico, Haiti, Jamaica, Colombia, and the Dominican Republic.

Elder Ranzolin also touched upon the brief year-end meeting held in Port-au-Prince, Haiti. God is protecting His people during this period of political unrest. The work of ADRA International is greatly appreciated in the country. The Caribbean Union, at its year-end meeting in Barbados, celebrated reaching a membership of 100,000.

87AC/GCO/GCC to WLM

352-87Gx PICTURE ROLLS - APPROPRIATION

In harmony with the action taken by the 1987 Annual Council requesting the General Conference to purchase the printing rights for paintings and four sets of four-color negatives for overseas divisions,

VOTED, To appropriate \$80,000 from the 1988 General Conference Contingency Fund to the picture roll project, as recorded in GCC 87-567.

LLU/GCO/GCC to WLM

ADVENTISM AND ABORTION - APPROPRIATION FOR
PRODUCTION OF PAPERS

The Loma Linda University's Center for Christian Bioethics will sponsor a conference regarding abortion in Seventh-day Adventist thought and life. Papers are invited from Seventh-day Adventists with differing points of view regarding abortion.

VOTED, To appropriate \$5,000 from the 1988 General Conference Contingency Fund to assist in the preparation of papers on abortion.

CA/GCC to SEC

COMMITTEE ON APPOINTEES

VOTED, To approve the following report of the Committee on Appointees:

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Calls and Transfers Between Divisions

Khumalo, R (EAD)--Request of SUM as Teacher, Bethel Col, So Africa, 3 yrs, Special Service basis
Masuku, S (EAD)--Request of SUM as Teacher, Bethel Col, So Africa, 3 yrs, Special Service basis
Olson, Ann Mari (TED)--Request of AID as Physiotherapist, Masanga Hosp, Sierra Leone, 2 yrs, AAV basis (Norad Budget)

Releases

Kilmer, James Richard from appt to Hong Kong Adv Col as Theology Teacher (FED) Declined

Permanent Returns

Bailey, Patricia Sandra, Assoc Director, FED Church Ministries, Singapore (FED) Personal, eff Dec 87

ADCOM/GCC to EO

INTERDIVISION TRAVEL

VOTED, To approve the following interdivision travel:

1. GENERAL CONFERENCE STAFF

Public Affairs and Religious Liberty

Tyner, Mitchell A	Trans-European Division, London, Feb 6-12, 1988 to finalize on a venue contract for the Religious Liberty World Congress to be held there in 1989.
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Treasury

Robinson, Donald E	Trans-European Division, London, Feb 10-13, 1988 to help with arrangements for the Religious Liberty World Congress in 1989. This is in connection with travel to Africa.
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2. OTHER DENOMINATIONAL WORKERS

Far Eastern Division

Donato, Bernardo	South Pacific Division, Dec 7- 10, 1987 for training purposes
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with Alan W White. FED will pay travel and entertainment expenses.

Inter-American Division

Garcia-Marenko, Alfredo

North American Division, Jan 15-19, 1988 to serve as speaker for a spiritual retreat for youth. The North Spanish Federation of Youth in the New Jersey Conference will pay travel and entertainment.

North American Division

Allen, Elder & Mrs Gregory
(Southern California Conference)

Eastern Africa Division, Dec 27, 1987-Jan 23, 1988 to participate in a lay-training institute in Uganda. Lindsay Thomas will pay travel and entertainment expenses.

Galang, Camelito
(Illinois Conference)

Far Eastern Division, spring of 1988 to assist R C Williams in an evangelistic campaign in the Central Luzon Mission. Partnership for Evangelism of the Philippines will pay travel and entertainment expenses.

Taylor, Malcolm
(Southeastern California Conference)

Inter-American Division, Dec 4-6, 1987 to serve as speaker for a youth weekend. The Cayman Islands Mission will pay travel and entertainment expenses.

3. SPECIALS

Thomas, Lindsay
(Layperson)

Eastern Africa Division, Dec 27, 1987-Jan 23, 1988 to participate in a lay-training institute in Uganda. Thomas will pay travel and entertainment expenses.

4. ADJUSTMENTS

Treasury

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Robinson, Donald E

Eastern Africa Division,
Feb 14-23, 1988 instead of
dates previously voted.

AyerHoyManBd/ADCOM/GCC to WOC&FGT

AYER HOY Y MANANA BOARD (GCC-B)--MEMBERSHIP ADJUSTMENT

VOTED, To adjust the membership of the Ayer Hoy y Manana Board
(GCC-B) as follows:

Add	Aeschlimann, Carlos E
	McClure, A C
	Gordon, Malcolm D

AyerHoyManBd/ADCOM/GCC to WOC&FGT

AYER HOY Y MANANA EXECUTIVE COMMITTEE OF THE BOARD
(GCC-B)--MEMBERSHIP ADJUSTMENT

VOTED, To adjust the membership of the Ayer Hoy y Manana
Executive Committee of the Board (GCC-B) as follows:

Add	Aeschlimann, Carlos E
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Har90/ADCOM/GCC to KJM&FGT

HARVEST 90 ADVISORY COMMITTEE (GCC-S)--MEMBERSHIP
ADJUSTMENT

VOTED, To adjust the membership of the Harvest 90 Advisory
Committee (GCC-S) as follows:

Add	Allen, Malcolm
Delete	Stevenson, Michael H

NAD/ADCOM/GCC to RLD

COOPER, VICTOR H--FURLOUGH

VOTED, To approve a regular three-month furlough for Victor H
and Rhona Cooper to Wokingham, England, Trans-European Division, from
June 1 to September 1, 1988.

FEHLBERG, ERIC C--FURLOUGH

VOTED, To approve a regular two-month furlough for Eric C and Delysia I Fehlberg to Sydney, Australia, South Pacific Division, from March 8 to May 7, 1988.

NAD/ADCOM/GCC to RLD

SEGOVIA, AGRIPINO C--FURLOUGH

VOTED, To approve a regular three-month furlough for Agripino C and Elvira C Segovia to Manila, Philippines, Far Eastern Division, from January 1 to April 1, 1988.

ADCOM/GCC to RLD

GENERAL CALLS

VOTED, To approve the following call involving the General Conference or its institutions:

Wheeler, David G (Carolina Conference)--Assistant
Staff Auditor, General Conference Auditing Service, Columbia
District

GCC to DFG

GENERAL CONFERENCE HEADQUARTERS

Donald F Gilbert reported that a "foundations only" permit had been applied for so that construction could move forward without delay. Inasmuch as this permit was requested after the Impact Fee was introduced, the General Conference would be subject to the Fee (\$1.2 million). This "foundations only" application has been cancelled and work is going forward as rapidly as possible in securing the building permit. The Department of Environmental Control has stated that the building permit will not include permission to construct the parking lot or the paved roads but this will not hinder present construction. Due to the delay in securing the building permit the construction is about three weeks behind schedule. Another permit will be required for the interior of the building but this will pass through fewer agencies and should be secured relatively easily.

Excavators have struck water and this will require some additional provisions to assure a secure foundation. The 3.5 thousand tons of steel for the construction should be delivered by the end of January 1988 at the latest.

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steel for the construction should be delivered by the end of January 1988 at the latest.

Green reflective glass will be used on the glass curtain wall facing Route 29. Light green tinted glass for the strip windows will be installed around the exterior of the building. Non-tinted patterned glass interspersed with clear glass will be used in the north-south corridors on the second and third floors. This will also be used along the one outside and one inside wall of the auditorium.

The basic brick will be of a light color. The band will be of rose-beige brick. Green matching aluminum will be placed around the windows.

AMITY PRINTING PRESS DEDICATION

The Chairman read a letter from John D Erickson, General Secretary of the American Bible Society in which he stated:

"On December 5, in Nanjing, The People's Republic of China one of the most significant events of 20th century Christianity will take place. On that day Christian leaders of China and elsewhere will meet to dedicate the Amity Printing Press, a state of the art press that by design will give priority to printing God's Word--the Bible--in Chinese, by Chinese and for Chinese."

J D Erickson expressed appreciation for the new spirit of openness in The People's Republic of China.

Adjourned

G Ralph Thompson, Chairman
Maurice T Battle, Secretary
Martha Horn, Recording Secretary

GENERAL CONFERENCE COMMITTEE

December 10, 1987, 10:00 a.m.

MEMBERS PRESENT

K J Mittleider (Ch), R L Woodfork (Sec), G H Akers, R E Appenzeller, G P Babcock, M T Bascom, M T Battle, G J Bertochini, W Floyd Bresee, Shirley Burton, W T Clark, V H Cooper, Helen C Craig, D E Crane, G H Crumley, R L Dale, Karen Flowers, C O Frederick, D F Gilbert, R B Grady, V S Griffiths, G Gordon Hadley, J H Harris, Betty Holbrook, F L Jones, H L Lee, J Lynn Martell, W L Murrill, T R Neslund, Gary B Patterson, R L Pelton, Leo Ranzolin, Humberto Rasi, D E Robinson, Gary M Ross, D A Roth, W C Scales, E H J Steed, Elizabeth Sterndale, F G Thomas, G Ralph Thompson, O A Troy, C D Watson, Ted F Wick, M K Widmer, J F Wilkens, K H Wood, F Donald Yost.

DEVOTIONAL MESSAGE

Kenneth J Mittleider read Isa 58:12 as his text: "And they that shall be of thee shall build the old waste places: thou shalt raise up the foundations of many generations; and thou shalt be called, The repairer of the breach, The restorer of paths to dwell in." Other translations render "restore" as "to return back home," "restorers of paths leading home."

The Seventh-day Adventist Church has been raised up to bring God's children back home, to restore truth that has been neglected, rejected and forgotten. The Chairman stated that the restorers are found in all parts of the world. He was particularly impressed by the work of revival, reformation and restoration being carried on enthusiastically in South America. He met with a group of 55 Gypsies, mostly young people, in Santiago, Chile who have just become Adventists. He approached two young couples regarding serving as missionaries elsewhere and they were willing to go anywhere in the world to work for their own people. All Gypsies speak the same language which makes evangelization easier.

In Sao Paulo, a doctor who has been an Adventist only four months is now conducting two Revelation Seminars in his own home. About 50 professional people are attending.

In closing the Chairman challenged the Committee members as they plan their program for next year to include some time for witnessing, for sharing, and for restoring.

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REPORT

Robert L Woodfork gave a summary of his recent itinerary in the Africa-Indian Ocean Division. He attended the Division year-end meeting in Abidjan. A Revelation Seminar workshop was conducted in connection with this meeting by Cyril Miller. The Revelation Seminars were enthusiastically received as a witnessing tool. On Sabbath there was a mass meeting in Abidjan which included churches in the area.

In addition to the Ivory Coast, he visited Sierra Leone, Liberia, Ghana and Nigeria. He spoke warmly of the work done in West Africa by C Dunbar Henri, Maurice T Battle and Owen A Troy.

Wherever the Woodforks went, Mrs Woodfork taught the children's Sabbath School lesson and her illustrated presentations were greatly appreciated.

Kenneth J Mittleider brought greeting from Carlos E Aeschlimann who is conducting a major evangelistic campaign in Santiago, Chile. There are also a number of satellite meetings being held. It is estimated that 1,000 people will be baptized into the Church as a result of these meetings.

W Floyd Bresee announced that the survey conducted among the General Conference staff regarding the morning worship period has revealed that greater emphasis should be given to the work of the Church around the world. On an experimental basis, every two weeks there will be a presentation at worship featuring the world work of the Church.

MINUTES of the meeting held December 3, 1987 were approved.

CA/GCC to SEC

COMMITTEE ON APPOINTEES

VOTED, To approve the following report of the Committee on Appointees:

Appointments

Abrams, Ronald Keith (Oregon City, OR)--Principal, Saipan SDA Elementary School, Mariana Is (FED) Regularize SS assignment, eff Jul 1, 87
Bradfield, Derek (Hendersonville, NC)--Accountant, So Africa (SAU) Will attend Institute of World Mission at furlough time.

Chamness, James (Hagerstown, MD)--Maintenance Director, Ishaka Hosp, Uganda (EAD)
Davis, Robert Edward (Hendersonville, NC)--Principal, Truk SDA Elementary School, Caroline Is (FED) Regularize SS assignment, eff Jul 1, 87
Leer, Verlin August (Corning, CA)--Principal, Ebeye SDA High School, Marshall Is (FED) Regularize SS assignment, eff Jul 1, 87
Waters, John (Ontario, Canada)--Education Director, Trans-Australia Un Conf (SPD) Natl Returning on Special Arrangement

Calls and Transfers Between Divisions

Binning, Derek (SPD)--Request of SUD as Construction Supervisor, Scheer Memorial Hosp, Nepal (NU) 12 mos SS basis
Binning, Susan (SPD)--Request of SUD as Accountant, Scheer Memorial Hosp, Nepal (NU) 12 mos, SS basis
Cavin, Aime (EUD)--Call of AID as Bible Teacher, Nanga-Eboko Adv Secondary School, Republic of Cameroun
Cosendai, Aime (EUD)--Request of AID as Bible Teacher, Nanga-Eboko Adv Secondary School, Republic of Cameroun, 6 mos SOS basis
McChesney, Robert L (FED)--Call of IAD to transfer at furlough time as Business-History Teacher, W Indies Col, Jamaica
Michael, Stanley Reginald (IAD Natl, Huntsville, AL)--Call of EAD as relief Theology Teacher, U of E Africa, Kenya (EAD) 3 mos
Ramirez, Johnny (IAD)--Call of NAD as Assoc Chaplain-Teacher, Atlantic Un Col, Atlantic Un Conf (NAD) eff, Aug 1, 85

Releases

Castillo, Milton (IAD) from call to N Chile Mission as Church Ministries Director (SAD) Call Withdrawn
Dardenne, Francis (EUD) from call to Gitwe Col, Rwanda, as Business Manager (AID) Declined
Ketting, Samuel from call to Mugonero Hosp, Rwanda as Med Director (AID) Declined
Rouhotas, L Marvin, Sr from appt as Agronomist to Uruguay Adv Academy (SAD) Financial Problems

Permanent Returns

Lusk, Franklin, Chairman Music Dept, Helderberg Col, So Africa (SAU) Budget Considerations, eff Jun 88
McChesney, Robert L, Business Teacher, Mt Klabat Col, Indonesia (FED)--Rescind PR voted Sep 23, 87

GCC to DFG

GENERAL CONFERENCE HEADQUARTERS

Donald F Gilbert displayed the building permit which has finally been issued granting permission for construction of the new General

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Conference headquarters. The subdivision application was made in October 1984 but the actual building permit request was made a little more than a year ago.

Work is proceeding on the interior design. It is suggested that the doorways to the closed offices be nine feet high with two feet of glass in the walls adjacent to the doors. The height of the walls of the secretaries' open offices will be 60 inches and the hallway in front of the secretaries' offices will be five feet wide. The colors chosen for the interior will be conservative but attractive.

Attention has been called to the need for a small group to study ways in which the new office complex can be used in various outreach programs.

ADCOM/GCC to EO

INTERDIVISION TRAVEL

VOTED, To approve the following interdivision travel:

1. GENERAL CONFERENCE STAFF

ADRA

Buhler, Gordon

Africa-Indian Ocean Division,
Jan 6-26, 1988 to provide technical
assistance in preparing and
implementing of Child Survival
project and participate in strategic
planning. Expenses from grant
funds.

Seidl, Haroldo J

Inter-American Division, Dec 9-15,
1987 to finalize plans for
completion of housing project in
Colombia and establish official
recognition of ADRA. Expenses from
grant funds.

Health-Temperance

Hadley, G Gordon

Inter-American Division, Feb 7-19,
1988 to participate in hospital
surveys.

Ministerial Association

Edwards, Rex

Trans-European Division, June 5-23, 1988 to coordinate the Holy Land study tour sponsored jointly by the Biblical Research Institute and Ministerial Association. The Jerusalem Center will provide entertainment. Middle East Union, June 24-26, 1988 to participate in workers' meetings in Amman, Jordan.

Treasury

Bahr, Karl H

Southern Asia Division, Dec 9-17, 1987 to deal with Treasury matters.

Robinson, Donald E

Far Eastern Division, Guam, May 15-23, 1988 to visit KSDA station at time audit is done.

2. OTHER DENOMINATIONAL WORKERS

Breath of Life

Robinson, Reginald O

Inter-American Division, Dec 15-18, 1987 to participate in workers' meetings. The East Caribbean Conference will pay travel and entertainment.

Inter-American Division

Rodriguez, Bernardo

South American Division, Dec 10-13, 1987 to participate in a youth congress in the Central Amazon Mission. SAD will pay travel and entertainment.

PUB/ADCOM/GCC to FGT

PUBLISHING HOUSE EXPANSION COMMITTEE (GCC-S) - RETIRE

Inasmuch as the work of the Publishing House Expansion Committee (GCC-S) is now being cared for by the World Literature Ministry Coordinating Board (see GCC 87-383), it was

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VOTED, To retire the Publishing House Expansion Committee
(GCC-S).

Adjourned

Kenneth J Mittleider, Chairman
Robert L Woodfork, Secretary
Martha Horn, Recording Secretary

GENERAL CONFERENCE COMMITTEE

December 17, 1987, 8:40 a.m.

MEMBERS PRESENT

Neal C Wilson and C E Bradford (Ch), R L Woodfork (Sec),
G H Akers, R E Appenzeller, G P Babcock, W S Banfield, M T Bascom,
M T Battle, G J Bertochini, W Floyd Bresee, C L Brooks, Shirley Burton,
G Tom Carter, W T Clark, R W Coon, V H Cooper, Helen C Craig,
D E Crane, R L Dale, Joseph Espinosa, Eric C Fehlberg, Karen Flowers,
R M Flowers, D F Gilbert, R B Grady, V S Griffiths, G Gordon Hadley,
J H Harris, Marion L Hartlein, R R Hegstad, R H Henning, D W Holbrook,
F L Jones, H L Lee, Gordon Madgwick, N O Matthews, R L McKee,
K J Middleider, S F Monnier, T J Mostert, R W Nixon, R W Olson,
R E Osborn, S H Parker, R L Pelton, Leo Ranzolin, Gary M Ross, D A
Roth, A E Schmidt, A C Segovia, William H Shea, E H J Steed, Michael
Stevenson, F G Thomas, G Ralph Thompson, O A Troy, Wyman S Wager,
R S Watts Jr, F W Wernick, M K Widmer, K H Wood, N J Woods

DEVOTIONAL MESSAGE

Neal C Wilson read an editorial written by Kermit Netteburg in the December issue of the Columbia Union Visitor in which he commented on an article he found in a supermarket tabloid. The article stated that life will soon be as nice as it can get and among other utopian conditions, all animal and vegetable life will be at its highest state of development, and there will be universal peace. Nothing was said about the coming of the Saviour in the clouds of heaven, no mention of men's hearts failing them for fear, no mention of disasters and the time of trouble. Netteburg looked in vain for some mention of Jesus.

Elder Wilson said that we need to realize the privileges and blessings that we enjoy as Seventh-day Adventists. At this time of year when we speak about giving, let us share the blessing of truth with others.

Samuel F Monnier offered prayer.

WELCOME

The Chairman welcomed the delegation from Loma Linda University, the Church's largest institution.

Neal C Wilson stated that it is necessary for the General Conference Committee to keep abreast of what is being done to provide

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quality education for the youth of the Church and how best to utilize the available physical assets and human resources of our educational institutions. The University Strategic Planning Committee was appointed by the Loma Linda University Board with Gordon Madgwick as chairman to study the options regarding the possible merging of the two campuses of Loma Linda University. A subcommittee (core committee) of the University Strategic Planning Committee was appointed consisting of Edwin Karlow, Edwin Krick, Ken Matthews, and Elizabeth Rogers which compared and contrasted the four options identified by the University Strategic Planning Committee. Financial information was gathered from James A Greene (Vice-president for Financial Administration) and David B Rawson (La Sierra Campus Business Administrator). A meeting of the Loma Linda University Board will be held January 10, 1988 and the General Conference representatives need to be apprised of some of the options regarding the possible merging of the two campuses; however, the Loma Linda University Board of Trustees must be left to make certain decisions. While this autonomy is respected, it is recognized that the General Conference is the parent organization.

UNIVERSITY STRATEGIC PLANNING COMMITTEE REPORT

Members of the core committee presented a synopsis of their report calling attention to the four options in dealing with the two campuses of Loma Linda University. They are as follows:

Option 1 - Retain the two-campus structure. The two-campus structure would protect essential identities, maintain good undergraduate environment and room to grow, provide more new money and eliminate the risk of losing old money, and capitalize on existing alumni support.

Option 2 - Move administration to La Sierra campus. This would help administration to identify with the liberal arts entities which are recognized as the core of the idea of "university." It would also give administration a hands-on vision of their centrality to the university mission without the glamour and affluence of the professional schools. Intercampus cooperation would be more readily facilitated.

Option 3 - Unify the University on the Loma Linda campus. This would allow for integration of liberal arts throughout professional curricula, provide opportunity for multidisciplinary research, improve the marketing image, and provide new facilities for learning and make it possible to develop an endowment fund.

Option 4 - Independent La Sierra College. This would preserve the advantages of location and environment, allow the La Sierra campus to flourish free from domination by medically-related entities, support a research program independent of medical concerns, secure endowment

funds for La Sierra, and provide services and administration focussed on the La Sierra campus.

The vote was taken by the University Strategic Planning Committee with the following results:

Option 1 - 4 votes
Option 2 - 3 votes
Option 3 - 24 votes
Option 4 - 1 vote

Elizabeth Rogers, in addition to outlining the work that was done at the various meetings of the committee, presented the results of a Faculty Senate vote on these options. Of the 59 who were present, only 24 were senators. The results were as follows:

Option 1 - 15 (6 senators)
Option 2 - 19 (9 senators)
Option 3 - 22 (8 senators)
Option 4 - 3 (1 senator)

Norman J Woods, President, explained, through the use of a slide on the screen, an artist's conception of the proposed new combined campus.

The Chairman commended the University Strategic Planning Committee on the work it has done to gather, organize and summarize the mass of detail involved in this study.

In his closing statement, Gordon Madgwick stated that there are no easy answers to the problem. He solicited prayer for the January meeting of the Loma Linda University Board.

T G Mostert, President of the Pacific Union, acknowledged that varying views exist on the subject of combining the campuses. The Union and the local conferences of the Pacific Union have given diligent study to higher education in the Union and although La Sierra is a part of Loma Linda University it serves the Pacific Union. The future of the La Sierra campus is, therefore, of vital concern to the Union. He stated there were three major concerns in connection with the option of La Sierra moving to the Loma Linda University campus.

1. They do not want to see Loma Linda University with a narrowed focus and a more closed admission policy. This is especially important for minorities. Endowments must be created for scholarships.

2. There might be a problem in relationship with marketing and recruitment, tuition fees, scholarships, and curricula. When there are two colleges in the same territory (La Sierra and Pacific Union

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College) it is easy to become competitive. There should be a plan for coordination.

3. There is great interest on the part of Pacific Union leadership to develop the assets on the La Sierra campus in such a way that they are not consumed. Rather, the resources should be handled in such a way that they will continue to work in the future for the La Sierra campus.

(A complete set of the reports presented and distributed is on file with the Secretariat copy of these minutes).

MINUTES of the meeting held December 10, 1987 were approved.

AID/GCO/GCC to CDW

WHALEY, WALTON S--MINISTERIAL ASSOCIATION
SECRETARY, AFRICA-INDIAN OCEAN DIVISION

VOTED, To elect Walton S Whaley, currently serving as Associate Director of the Division Church Ministries Department, to serve as Ministerial Association Secretary of the Africa-Indian Ocean Division.

AID/GCO/GCC to CDW

COLON, GASPAR--HEALTH AND TEMPERANCE DEPARTMENT
DIRECTOR, AFRICA-INDIAN OCEAN DIVISION

VOTED, To elect Gaspar Colon of the Michigan Conference to serve as Health and Temperance Department director of the Africa-Indian Ocean Division.

AID/GCO/GCC to DFG

ADVENTIST UNIVERSITY OF CENTRAL AFRICA -
ADVANCE ON 1989 SPECIALS

VOTED, To advance \$500,000 from the 1989 Specials for the Africa-Indian Ocean Division to the Adventist University of Central Africa (Rwanda) for the completion of three buildings on the campus--a classroom building, a dormitory, and a building housing the medical and community service related to ADRA.

GCO/GCC to GRT

AYER HOY Y MANANA - GENERAL CONFERENCE INSTITUTION

VOTED, To name the Spanish broadcast, Ayer Hoy y Manana, a General Conference institution effective immediately.

GCO/GCC to GRT-Con&By+9OGCS

EXECUTIVE COMMITTEE - CONSTITUTIONAL AMENDMENT

RECOMMENDED, To amend Article VI--Executive Committee, Section 1-b of the General Conference Constitution to read as follows:

b. Presidents of union conferences, presidents of union missions, past presidents of the General Conference holding credentials from this Conference, the director of Adventist World Radio-Asia, the president of Andrews University, the director of Ayer Hoy y Manana, the director and associate directors of the Biblical Research Institute, the president of Christian Record Braille Foundation, the president of the General Conference Risk Management Service, the director of the Geoscience Research Institute, (remainder of paragraph unchanged).

GCO/GCC to GRT

EXECUTIVE COMMITTEE - CONSTITUTIONAL AMENDMENT
EFFECTIVE IMMEDIATELY

VOTED, To authorize immediate recognition of the recommended Constitutional amendment regarding Executive Committee membership registered in the previous action.

GCO/GCC to GRT

GENERAL CONFERENCE COMMITTEE (GCC-S)--MEMBERSHIP
ADJUSTMENT

VOTED, To adjust the ex officio membership of the General Conference Committee (GCC-S) as follows:

Add Grieve, Jorge (Director, Ayer Hoy y Manana)
Steele, Allen R (Director, AWR-Asia)

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CA/GCC to SEC

COMMITTEE ON APPOINTEES

VOTED, To approve the following report of the Committee on Appointees:

Appointments

Arnett, Charles Donald (Huntsville, AL)--Dentist, Adv Dental Practice, Bulawayo, Zimbabwe (EAD)
Buck, Rosemarie Eileen (Portland, OR)--Director, School of Nursing, Karachi Adv Hosp, Pakistan (TED)
Thomas, Russell Clare (Michigan Conf)--Assoc Publishing Director, Far Eastern Division, Singapore (FED)
Travis, Patrick Alan (Fayetteville, GA)--Dentist, Adv Health Ctr, Lilongwe, Malawi (EAD)
Williams, Donald L (Bakersfield, CA)--ADRA Treasurer, Rwanda Un (AID)

Calls and Transfers Between Divisions

Benton, Andrea Deidre (SPD)--Request of FED as Computer Teacher, Hong Kong Adv Col, 2 yrs SS basis
Enrique, Eduardo A (SAD)--Call of IAD as Head, Physiotherapy Dept, Montemorelos U, Mexico
Gill, Julius Gulawaiz (TED)--Request of FED to extend SS 1 yr to Dec 31, 87 as Teacher, SDA English Language Institute, Korea
Koranteng, S A (AID Natl, Newbold Col, England, TED)--Call of AID as Pastor, N Ghana Mission, Natl Returning

Releases

Hochstetler, Gary Lee from appt to Hongkong Adv Hosp as Dentist (FED) Declined

Permanent Returns

Bruinsma, Danielle (dtr, R Bruinsma, AID office) Cote d'Ivoire (AID) Education, eff Jun 88
Fowler, John W--Change eff date from Feb 88 to Nov 87 (AID)
Grindley, Thomas C, Chief Builder, Adv U of C Africa, Rwanda (AID) Health, eff Jan 88
Gustavsson, Mrs Siw and son (wife, Sievert Gustavsson, Div) (IAD)--Change terminal date for return to TED from Dec 31, 87 to Jun 30, 88
Klein, Leonard L, Publishing Director, Zambesi Un, Zimbabwe (EAD) Personal, eff Sep 87
Menegusso, Eliseu N, Assistant Prof Theology, Adv U of C Africa, Rwanda (AID) to SAD, Education/Family Considerations, eff June 88

FED/BBB/GCC to FLJ

FAR EASTERN DIVISION--KOREAN UNION, SEOUL ACADEMY

On the recommendation of the Far Eastern Division,

VOTED, To approve the construction of the Seoul Academy, Korea at a total cost of \$644,362. Funds are in hand and no borrowing is involved.

TRE/GCC to DFG

SOOY, WALTER E--ESTATE GIFT TO GENERAL CONFERENCE--
ASSIGNMENT

VOTED, To allocate the proceeds from the Walter E Sooy Estate as follows:

- 75 percent to the new General Conference headquarters building fund
- 25 percent to Adventist World Radio-Asia (Endowment Fund).

GCC to DFG

GENERAL CONFERENCE HEADQUARTERS

Donald F Gilbert announced that pouring of the cement footings for the new headquarters office is scheduled to begin December 22. Contractors are hoping for good weather so that the work can progress rapidly. Let us pray for good weather.

ADCOM/GCC to EO

INTERDIVISION TRAVEL

VOTED, To approve the following interdivision travel:

1. GENERAL CONFERENCE STAFF

Church Ministries

Bascom, Maurice T

Inter-American Division,
May 12-30, 1988 to conduct
Church Ministries workshops;
Southern Union Mission, Aug 22-
28, 1988; South African Union
Conference, Aug 29-Sept 4,
1988; Africa-Indian Ocean

87-664
December 17, 1987 - GCC

Division, Sept 5-11, 1988 to
conduct Church Ministries
workshops.

Bertochini, Gilbert J

Africa-Indian Ocean Division,
Feb 4-Mar 2, 1988 to conduct
workshops.

Presidential

Beaven, Winton

Trans-European Division,
July 10-30, 1988 to participate
in a youth congress and teach a
course in drug prevention.

Publishing

Appenzeller, Ronald E

Eastern Africa Division,
Oct 13-Nov 2, 1988 to conduct
publishing surveys in
connection with attendance at
Annual Council in Nairobi.

2. OTHER DENOMINATIONAL WORKERS

Euro-Africa Division

Lischek, Erich

Africa-Indian Ocean Division,
Jan 20-Feb 15, 1988 to
participate in an ADRA workshop
in Nigeria. Expenses will be
paid from grant funds.

Trans European Division

Anderson, Helge
Luukko, Heikki
Nyberg, Rigmor
Utterback, Bertil

Africa-Indian Ocean Division,
Jan 20-Feb 15, 1988 to
participate in an ADRA
workshop in Nigeria. Expenses
will be paid from grant funds.

3. ADJUSTMENTS

Publishing

Appenzeller, Ronald E

South American Division,
Aug 22-27, 1988 to attend a
division publishing council in
Brazil. This is in place of
dates in February.

4. CANCELLATIONS

Loma Linda University

Neil, Richard

South Pacific Division,
Apr 1-9, 1988. The Victoria
Conference Camp Meeting has
been cancelled.

Adjourned

Neal C Wilson and
Charles E Bradford, Chairmen
R L Woodfork, Secretary
Martha Horn, Recording Secretary

M E M O

TO: University Strategic Planning Committee

FROM: Subcommittee Appointed 22 Oct 1987

William Allen
Ron Graybill
Calvin Ranson
Joyce Hopp
Edwin Karlow, Chairman
Edwin Krick
Ken Matthews
Elizabeth Rogers

SUBJECT: Synopsis of Report

DATE: 30 November 1987

The subcommittee was appointed by President Woods and Ed Karlow, who served as temporary chairman in Dr. Madgwick's absence. They were organized into a "core committee" consisting of Karlow, Krick, Matthews, and Rogers. The remaining members served as writers to assist the core group.

The four options identified by the University Strategic Planning Committee were compared and contrasted in several ways as outlined in the minutes of the meeting of October 22. Financial data were gathered from Mr. Greene and Mr. Rawson, and attempts were made to quantify variables that are subject to future evaluation (such as number of faculty and staff needed, parking needs, subsidies from General and Pacific Union Conferences, etc.).

The four options were also developed in terms of position papers. It was felt that this approach was the best way to handle the subjective issues listed in the October 22 minutes. The primary objective of these papers is to set forth clearly the most compelling benefits each option has for the future success of Loma Linda University. Of necessity these papers are based in part on identifiable facts, but also upon beliefs, opinions, and philosophies that one must hold to be in support of an option. It is the hope of the subcommittee that when these options are read one of them will stand out containing the facts, beliefs, opinions, and philosophies held by the reader.

We have resisted the temptation to judge the merits of the facts, beliefs, opinions, and philosophies we found. One is tempted to see things only through one's own eyes; but we were to compare the options on an equal footing. Therefore each had to be given its "day in the sun," and we who wrote and edited had to guard against unduly injecting our own bias.

We were also tempted to rebutt each argument; but here again this would have greatly magnified the volume of work. Each position would have had to be rebutted from the viewpoint of one of the

remaining three options. This would have generated 12 rebuttals! The public and private debate over the future of LLU has been going on for over a year now, and "rebuttals" have been the primary fare. It is the subcommittee's belief that LLU can move forward only when there is a clear vision of what we want the institution to accomplish. The position papers written "in favor" of the options take a strategic step toward that goal.

One could wish for a more thorough job and more time to do it. What we submit here is a 30-days job, and we believe it meets in spirit, if not in every detail, the assignment given--to compare on equal footing four options for the future of LLU.

FINANCIAL COMPARISON AMONG FOUR OPTIONS FOR LLU
30 November 1987
CASH PAYMENT FOR CAPITAL NEEDS

CAPITAL IMPACT	Ia. PRESENT SYSTEM	Ib. TWO-CAMPUSES ADMIN AT LS	III. UNIFICATION IN LOMA LINDA	IV. ADMIN/FIN SEPARATION
CASH SALE of land and/or campus	\$50,000,000 ¹	\$50,000,000	\$75,000,000 ²	\$50,000,000
CAPITAL NEEDS	-11,450,000 ³	-12,250,000 ⁴	-50,000,000 ⁵	-11,450,000
NET CAPITAL	38,550,000	37,750,000	25,000,000	38,550,000
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OPERATING IMPACT				
INTEREST on NET CAPITAL @ 7%	2,700,000	2,640,000	1,750,000	2,700,000
estimated ANNUAL SAVINGS	0	90,000 ⁶	1,900,000 ⁷	0
INCREASE in ANNUAL OPERATING				
depreciation ⁸	-290,000	-310,000	-1,250,000 +240,000 ⁹	-290,000
faculty salary parity ¹⁰	-360,000	-360,000	-360,000	0
GC subsidy loss ¹¹	0	0	0	-400,000
NET OPERATING	2,050,000	2,060,000	2,280,000	2,010,000
NET without depreciation ¹²	2,340,000	2,370,000	3,530,000	2,300,000

FINANCIAL COMPARISON AMONG FOUR OPTIONS FOR LIU
 30 November 1987
 BORROW FOR CAPITAL NEEDS

CAPITAL IMPACT	<u>Ia. PRESENT SYSTEM</u>	<u>Ib. TWO-CAMPUSES ADMIN AT LS</u>	<u>III. UNIFICATION IN LOMA LINDA</u>	<u>IV. ADMIN/FIN SEPARATION</u>
CASH SALE of land and/or campus	\$50,000,000 ¹	\$50,000,000	\$75,000,000 ²	\$50,000,000
CAPITAL NEEDS	11,450,000 ³	12,250,000 ⁴	50,000,000 ⁵	11,450,000
<hr/>				
OPERATING IMPACT				
INTEREST on CASH @ 7%	3,500,000	3,500,000	5,250,000	3,500,000
estimated ANNUAL SAVINGS	0	90,000 ⁶	1,900,000 ⁷	0
INCREASE in ANNUAL OPERATING				
depreciation ⁸	-290,000	-310,000	-1,250,000 +240,000 ⁹	-290,000
faculty salary parity ¹⁰	-360,000	-360,000	-360,000	0
GC subsidy loss ¹¹	0	0	0	-400,000
PAYMENT on LOAN for CAPITAL NEEDS (30yr @ 8%)	-1,010,000	-1,080,000	-4,400,000	-1,010,000
NET OPERATING	1,840,000	1,840,000	1,380,000	1,800,000
NET without depreciation ¹²	2,130,000	2,370,000	2,630,000	2,090,000

FINANCIAL COMPARISON AMONG FOUR OPTIONS FOR LLU

30 November 1987

FUND RAISING FOR CAPITAL NEEDS

CAPITAL IMPACT	Ia. PRESENT SYSTEM	Ib. TWO-CAMPUSES ADMIN AT LS	III. UNIFICATION IN LOMA LINDA	IV. ADMIN/FIN SEPARATION
CASH SALE of land and/or campus	\$50,000,000 ¹	\$50,000,000	\$75,000,000 ²	\$50,000,000
CAPITAL NEEDS	11,450,000 ³	12,250,000 ⁴	50,000,000 ⁵	11,450,000
<hr/>				
OPERATING IMPACT				
INTEREST on CASH @ 7%	3,500,000	3,500,000	5,250,000	3,500,000
estimated ANNUAL SAVINGS	0	90,000 ⁶	1,900,000 ⁷	0
INCREASE in ANNUAL OPERATING				
depreciation ⁸	-290,000	-310,000	-1,250,000 +240,000 ⁹	-290,000
faculty salary parity ¹⁰	-360,000	-360,000	-360,000	0
GC subsidy loss ¹¹	0	0	0	-400,000
NET OPERATING	2,850,000	2,920,000	5,780,000	2,810,000
NET without depreciation ¹²	3,140,000	3,230,000	7,030,000	3,100,000

FINANCIAL COMPARISON AMONG VARIATIONS ON UNIFICATION
30 November 1987
CASH PAYMENT FOR CAPITAL NEEDS

CAPITAL IMPACT	<u>IIIa. ORIGINAL REPORT</u>	<u>IIIb. RETRENCH + PARKING GARAGE</u>	<u>IIIc. RETRENCH + SURFACE PARKING</u>	<u>IIId. CLOSE SCHOOL AT LL CAMPUS</u>	<u>IIIe. SPECIAL PURPOSE</u>
INCOME from land and/or campus	\$75,000,000 ²	\$75,000,000	\$75,000,000	\$75,000,000	75,000,000
CAPITAL NEEDS	-50,000,000 ⁵	-46,760,000 ³	-41,860,000 ⁴	-34,510,000 ⁵	-10,000,000 ⁶
NET CAPITAL	25,000,000	28,240,000	33,140,000	40,490,000	65,000,000
<hr/>					
OPERATING IMPACT					
INTEREST on NET CAPITAL @ 7%	1,750,000	1,980,000	2,320,000	2,830,000	4,550,000
estimated ANNUAL SAVINGS	1,900,000 ⁷	1,300,000 ⁷	1,300,000	1,300,000	4,620,000 ⁸
INCREASE in ANNUAL OPERATING					
depreciation ⁸	-1,250,000 +240,000 ⁹	-1,170,000 +240,000	-1,050,000 +240,000	-860,000 +240,000	-250,000 +240,000
faculty salary parity	-360,000 ¹⁰	-360,000	-360,000	-360,000	-220,000 ¹⁹
Pac Union Conf subsidy loss ²⁰	0	0	0	0	-1,800,000
tuition loss	0	0	0	0	-3,770,000 ²¹
NET OPERATING	2,280,000	1,990,000	2,450,000	3,150,000	3,370,000
NET without depreciation ¹²	3,530,000	3,160,000	3,500,000	4,010,000	3,620,000

FINANCIAL COMPARISON AMONG VARIATIONS ON UNIFICATION
 30 November 1987
 BORROW FOR CAPITAL NEEDS

CAPITAL IMPACT	<u>IIIa. ORIGINAL REPORT</u>	<u>IIIb. RETRENCH + PARKING GARAGE</u>	<u>IIIc. RETRENCH + SURFACE PARKING</u>	<u>IIId. CLOSE SCHOOL AT LL CAMPUS</u>	<u>IIIe. SPECIAL PURPOSE</u>
INCOME from land and/or campus	\$75,000,000 ²	\$75,000,000	\$75,000,000	\$75,000,000	75,000,000
CAPITAL NEEDS	50,000,000 ⁵	46,760,000 ³	41,860,000 ⁴	34,510,000 ⁵	10,000,000 ⁶
<hr/>					
OPERATING IMPACT					
INTEREST on CASH SALE @ 7%	5,250,000	5,250,000	5,250,000	5,250,000	5,250,000
estimated ANNUAL SAVINGS	1,900,000 ⁷	1,300,000 ⁷	1,300,000	1,300,000	4,620,000 ⁸
INCREASE in ANNUAL OPERATING					
depreciation ⁸	-1,250,000 +240,000 ⁹	-1,170,000 +240,000	-1,050,000 +240,000	-860,000 +240,000	-250,000 +240,000
faculty salary parity	-360,000 ¹⁰	-360,000	-360,000	-360,000	-220,000 ¹⁹
Pac Union Conf subsidy loss ²⁰	0	0	0	0	-1,800,000
tuition loss	0	0	0	0	-3,770,000 ²¹
PAYMENT on LOAN for CAPITAL NEEDS (30yr @ 8%)	-4,400,000	-4,130,000	-3,690,000	-3,040,000	-880,000
NET OPERATING	1,380,000	1,130,000	1,690,000	2,530,000	3,190,000
NET without depreciation ¹²	2,630,000	2,300,000	2,740,000	3,390,000	3,440,000

FINANCIAL COMPARISON AMONG VARIATIONS ON UNIFICATION
 30 November 1987
FUND RAISING FOR CAPITAL NEEDS

CAPITAL IMPACT	<u>IIIa. ORIGINAL REPORT</u>	<u>IIIb. RETRENCH + PARKING GARAGE</u>	<u>IIIc. RETRENCH + SURFACE PARKING</u>	<u>IIId. CLOSE SCHOOL AT LL CAMPUS</u>	<u>IIIe. SPECIAL PURPOSE</u>
INCOME from land and/or campus	\$75,000,000 ²	\$75,000,000	\$75,000,000	\$75,000,000	75,000,000
CAPITAL NEEDS	50,000,000 ⁵	46,760,000 ¹³	41,860,000 ¹⁴	34,510,000 ¹⁵	10,000,000 ¹⁶
<hr/>					
OPERATING IMPACT					
INTEREST on CASH SALE @ 7%	5,250,000	5,250,000	5,250,000	5,250,000	5,250,000
estimated ANNUAL SAVINGS	1,900,000 ⁷	1,300,000 ¹⁷	1,300,000	1,300,000	4,620,000 ¹⁸
INCREASE in ANNUAL OPERATING					
depreciation ⁸	-1,250,000 +240,000 ⁹	-1,170,000 +240,000	-1,050,000 +240,000	-860,000 +240,000	-250,000 +240,000
faculty salary parity	-360,000 ¹⁰	-360,000	-360,000	-360,000	-220,000 ¹⁹
Pac Union Conf subsidy loss ²⁰	0	0	0	0	-1,800,000
tuition loss	0	0	0	0	-3,770,000 ²¹
NET OPERATING	5,780,000	5,260,000	5,380,000	5,570,000	4,070,000
NET without depreciation ¹²	7,030,000	6,430,000	6,430,000	6,430,000	4,320,000

NOTES for General Financial Comparison Among Options for LLU
30 November 1987

These financial comparisons were prepared by the Subcommittee of the LLU Strategic Planning Committee (appointed October 22, 1987) in consultation with the Vice President for Finance and the La Sierra Campus Business Administrator. Detailed below are the sources and rationale for each estimate.

1. The 330 acres of undeveloped land at La Sierra could yield a cash income of \$150,000/acre. This is a conservative, but very realistic estimate, based upon the current experience of land sales in Riverside. It also assumes that necessary zoning clearances have been obtained. If all 330 acres are sold, the income would be \$49,500,000 or \$50,000,000 in round numbers. This estimate is higher than reported in 1986 by the Coldwell-Banker evaluation which appraised the farmland at \$50,000 to \$60,000 per acre.
2. The Coldwell-Banker evaluation estimated the La Sierra Campus to be worth \$25,000,000. If this campus were sold along with the undeveloped land, a total of \$75,000,000 could be available. (See Note 1 above.)
3. The present two-campus system requires new and remodelled facilities in La Sierra. The following estimates for these capital improvements were presented to the Board during its summer 1986 meeting:

Replace South Hall	2,200,000
Remodel Gladwin/Calkins	500,000
Addition to Library	1,750,000
Building for School of Ed	1,500,000
Building for Biology	5,500,000
TOTAL	\$11,450,000

No estimates for capital improvements on the Loma Linda Campus have been included because those improvements would not be funded from proceeds of La Sierra property.

4. With Central Administration on the La Sierra Campus, new and remodelled spaces would be required. This is estimated at \$800,000.
5. Construction costs for consolidating the present La Sierra Campus academic operations onto the Loma Linda Campus were estimated by Neptune and Thomas (1986 Feasibility Study) to be \$49,850,000 or \$50,000,000 in round numbers.
6. With Central Administration at La Sierra it was assumed that the office of Provost would no longer be needed. The current budget for this office is approximately \$90,000. It also seems reasonable that a similar office would be needed at Loma Linda to provide coordination among the schools. Thus this savings is dubious.

7. The 1986 Feasibility Study showed how a net savings of \$1,900,000 in annual operations might be achieved through reduction in common or duplicated services. No new estimate of these savings has been published since that time, so the previous figure has been used here.
8. By General Conference policy capital improvements are depreciated over 40 years. The figures for depreciation are computed from the estimates of capital need divided by 40.
9. Buildings left in La Sierra would no longer be depreciated. Their current rate of depreciation is approximately \$240,000, which would be realized as an operating gain.
10. Faculty salaries depend upon faculty classification and function, to upon location. Thus only under option IV would La Sierra faculty be expected to conform to the denominational wage scale, since they would no longer be part of the University.

Under the remaining three options La Sierra faculty's bid for "parity" could be partly achieved through use of the "health-related" wage scale, which is 10% higher than the standard denominational scale. The estimate for parity shown here is 10% of the total La Sierra faculty salaries paid in fiscal 86/87 including a factor for cost-of-living increase.

11. It is assumed that only under option IV would there be any change in subsidy to the La Sierra Campus from funds originating with the General Conference. Because the Pacific Union Conference has primary financial responsibility for La Sierra (not the General Conference), and because the \$400,000 subsidy to La Sierra is an administrative distribution of the total GC subsidy to Loma Linda University, there would be no reason to continue the subsidy under option IV.
12. Normally the depreciation on capital improvements, which is required by policy, would accumulate to offset costs of replacement. It is often used, however, to fund equipment purchases. It may under extenuating circumstances be used to help lift sagging operations. It would never be fully plowed back into operating. But it is shown here as part of the net operation for comparison only.
13. Subsequent to the 1986 Feasibility Study the University has suffered some academic retrenchment. Several programs have been closed. A corresponding amount of space provided for them in the 1986 study could be removed from the consolidated projection. The following estimate was used:

$$\begin{array}{rcl}
 16,700 \text{ ft}^2 \text{ (Geology)} & \times & \$150/\text{ft}^2 = 2,505,000 \\
 8,300 \text{ ft}^2 \text{ (general)} & \times & 70/\text{ft}^2 = 581,000 \\
 \text{TOTAL SAVINGS} & = & \$3,086,000
 \end{array}$$

The net capital need for consolidation including this retrenchment is \$46,760,000.

14. Required parking to support the unified campus might be obtained by paving a strip of land along the railroad tracks at the north end of the LL Campus below Gentry gym. Assuming the land to be worth \$1,000,000 and paving costs at about \$600,000, extra parking might be obtained for only

\$1,600,000. This is a savings of \$4,900,000 over the projected cost of \$6,500,000 for a multi-level parking structure. The combined savings of academic retrenchment and alternative parking arrangements produces a capital need of \$41,860,000.

15. Though not a popular idea, closing a school at LL Campus could make consolidation less costly. For the sake of calculation it was assumed that such closure would eliminate the need to build the spaces for Arts and Humanities reported in the 1986 Feasibility Study, a total of 105,000 ft² or \$7,350,000. (No estimate for savings in operation of the closed school was attempted.) Working from the capital needs of Option IIIc yields a value of \$34,510,000 of capital need under this option.
16. A greatly reduced undergraduate liberal arts component might be conceived in which the programs are highly focused and serve special purposes. Furthermore, if the student body of these programs is also limited in size, the capital needs for dormitories and teaching facilities might be reduced to only \$10,000,000 beyond those already available on the LL Campus. (See Note 18.)
17. The 1986 Feasibility Study showed how a net savings of \$1,900,000 in annual operating might be saved through reduction in common or duplicated services. The full amount of this projection is no longer available since reductions in support services are being effected now.

The current cuts are in Custodial, Landscape, Maintenance, and Physical Plant. The total projected savings in these four areas shown in the 1986 Feasibility Study is approximately \$600,000. Because deep cuts are being made in these areas, and further cuts are being considered, it is not reasonable to assume that any further savings in these areas will be retained upon consolidation. The net savings afforded by consolidation of the remaining entities is probably about \$1,300,000.

18. With a significantly reduced Arts and Sciences faculty, savings are possible in both departmental operations and support services. We assume that CAS is cut in half, but SBM, SE, and the La Sierra component of SR remain at their 1987 level.

For fiscal 1987 there were 123.2 FTE faculty at La Sierra distributed as follows:

CAS	91.7
SBM	10.0
SE	12.5
SR	9.0

Utilizing only half the CAS faculty and all of the faculty from the remaining schools yields a total of 77.4 FTE faculty.

For this same fiscal year the total departmental cost at La Sierra was \$5,330,000 or approximately \$43,000 per faculty member. Thus the significantly reduced faculty of this option would cost only \$3,310,000 for a savings of \$2,020,000 over present operations.

Because the capital development in this option is only one-fourth of that in the other options, further savings in operations are possible beyond

the \$1,300,000 already projected for consolidation. It is estimated that another \$1,300,000 could be realized for a total of \$2,600,000.

Altogether the savings in operations under this option is \$4,620,000.

19. Reduced faculty under this option require lower funding for salary parity. This figure was computed as follows: $77.4/123.2 \times \$360,000 = \$220,000$.
20. The Pacific Union Conference is committed to liberal arts undergraduate education. The significantly reduced arts and sciences programs conceived under this option would likely be viewed as unfavorable to the goals for collegiate education espoused by the Union Conference. Thus it is likely that the Union's subsidy to the University of \$1,800,000 for undergraduate education would be directed elsewhere.
21. Under Option IIIe not only are needs for faculty and support staff reduced, but so is the size of the student body. Assuming that the only reduction occurs in the CAS student body, the following estimate of the loss of tuition income can be made.

In fiscal 86/87 there were 91.7 FTE CAS faculty teaching at nearly 15:1 student faculty ratio. This implies a total CAS student body of 1375.5. Reducing the faculty by half (45.85) and expecting them to carry a 20:1 student faculty ratio implies a total CAS student body of 917, for a loss of 458.5 students. If half of these students are dorm and-half village, the average tuition/room/board charge for three quarters would be about \$8225, based upon the current CAS bulletin. Therefore the loss of tuition income would be \$3,770,000.

TIME PROJECTION of FINANCIAL COMPARISONS AMONG FOUR OPTIONS FOR LLU
November 1987

87/88	88/89	89/90	90/91	91/92	92/93
development planning —select land development plan —negotiate plan —achieve zoning changes —traffic/parking impact construction planning —select architect —building design —engineering assessment —site preparation		LAND FOR SALE — SOLD — START CONST — INVEST CAPITAL		MOVE IN Ia Ib IV III	
Ia (present two-campus system)		interest depreciation fac salary annual savings subsidy loss NET OPERATING	2,698,500 0 -357,194 0 0 2,341,306	2,698,500 -286,250 -375,053 0 0 2,037,197	2,698,500 -286,250 -393,806 0 0 2,018,444
Ib (administration at LSC)		interest depreciation fac salary annual savings subsidy loss NET OPERATING	2,698,500 0 -357,194 0 0 2,341,306	2,698,500 -306,250 -375,053 88,000 0 2,105,197	2,698,500 -306,250 -393,806 88,000 0 2,086,444
III (consolidate on LLC)		interest depreciation fac salary annual savings subsidy loss NET OPERATING	1,680,000 0 -357,194 0 0 1,322,806	1,680,000 0 -375,053 0 0 1,304,947	1,680,000 -1,013,000 -393,806 1,500,000 0 1,773,194
IV (divorce)					
interest depreciation fac salary annual savings subsidy loss NET OPERATING	0 0 0 0 -400,000 -400,000	0 0 0 0 -400,000 -400,000	2,698,500 0 0 0 -400,000 2,298,500	2,698,500 -286,250 0 0 -400,000 2,012,250	2,698,500 -286,250 0 0 -400,000 2,012,250

The present two-campus structure best meets the future needs of LLU for several reasons. First, it helps to affirm the differences of purpose and philosophy that attend medically related professional schools versus liberal arts programs and schools. Liberal arts and medically related education do not naturally mix well; nor is fear of domination and loss of identity on the part of liberal arts entities strictly an LLU phenomenon. Dr. Lewis Thomas, Dean of two medical schools, writes, "A medical school is an anomaly within a university and works differently, sometimes placing the whole institution at risk for its principles. . . . If I were the president of a major university I would not want to take on a medical school, and if it already had one, I would be lying awake nights trying to figure out ways to get rid of it." Our two-campus structure nicely permits these entities to coexist without either stifling the other.

Furthermore, preserving the LS campus preserves both an ideal environment, particularly for undergraduate education, and space to grow for the future. Developing the farm land still leaves the LS campus intact at 220 acres--plenty of room for the 3000+ students per year it will soon have if the newly reenergized recruiting effort stays on track; not to mention what may happen 30, 50, or 100 years ahead as both the general and SDA populations of our region explode. SDA's have traditionally held that education works better in peace and space and natural beauty than in crowded, congested city conditions.

While it may seem that having all-new facilities at Loma Linda would provide the best learning environment, keeping the two-campus structure also provides for needed new facilities on the LS campus, at a fraction of the cost. Moreover, it will inject more new money and

incur less new overhead than any other plan; new money that can finance increased LS faculty salaries (thus, faculty morale, improved recruitment and retention), can provide scholarships for more and better students as well as finance a separate track for remedial students, and can make research among LS faculty possible by buying time for them to conduct it. Keeping two campuses will also retain the loyalty of some 7500 constituents who signed petitions to protest closing the LS campus; and the heightened awareness of need plus strong direction of an effective development program will surely inject new life into alumni giving. Keeping two campuses will also protect the \$1.8 million in yearly subsidy from the Pacific Union Conference; worth nearly \$25 million in endowment. Finally, recent administrative actions have demonstrated that substantial savings in support areas can be achieved while retaining two campuses.

None of this, however, speaks to the crying need for innovative redress of intercampus problems, for creative programs to achieve academic excellence and a spirit of institutional unity. These issues must be resolved with administrative creativity, commitment, and leadership, and with detailed, specific, planned action under every proposal; physical separation and distance are barriers of mind more than of substance in this effort.

The two-campus structure must be retained because it:

- 1) protects essential identities
- 2) maintains good undergraduate environment and room to grow
- 3) provides more new money, eliminates risk of losing old money
- 4) capitalizes on existing alumni support

Ib: MOVE ADMINISTRATION TO LA SIERRA

This proposal depends upon retention of a two-campus structure; therefore, the argument of proposal Ia will not be repeated here. But in addition to those arguments and the good that can result from accepting that option, the following can be said for the idea that moving administration to La Sierra is better than leaving it in Loma Linda.

No other university that has separate campuses for its liberal arts and professional schools has central administration housed with the professional schools. Educators widely recognize that the liberal arts are the core of the idea of "university"; and the example of all other known models clearly suggests that administration needs to be identified with the core of its central mission, not with the periphery.

Having administration at La Sierra will help administration to identify with the liberal arts entities, will give them a hands-on vision of their centrality to the university mission unencumbered by the attention-grabbing glamour and affluence of the professional schools. Thus, administrators will be better able to concentrate their energies on, and thus strengthen the core of the university. From this base, they will be enabled to more readily facilitate intercampus cooperation, and to push for excellence in the liberal arts entities. This, more than any other move, will help reduce the feeling of second-class citizenship for the faculty at La Sierra, and foster the unity of spirit so badly needed.

III: MOVE LA SIERRA OPERATIONS TO LOMA LINDA

Loma Linda University is committed to excellence in undergraduate education, selected graduate and professional programs, and research to serve the SDA world church. Bringing the two campuses together will strengthen the University academically, enabling it to fulfill its mission as a flagship educational institution of the church.

With the CAS situated physically as the core of the University, the liberal arts could inform all of the University's professional education by integrating liberal arts coursework throughout professional curricula. This would increase core course enrollment and would be more cost effective. Libraries, museums, audiovisual services would be centrally available, as would learning assistance, mentor programs, and counseling services. The drive between campuses, now so costly in time for everyone, would be eliminated.

The potential for multidisciplinary research would be markedly enhanced. Combining faculties would permit each member to join the community of scholars, developing a true spirit of place. Increased research funding would provide both undergraduate and graduate faculty opportunities to work with established, funded researchers.

The entire University could take advantage of the world renown of LLUMC, thus greatly improving our marketing potential. The strengthened academic image would powerfully appeal to serious SDA faculty and students. Faculty recruitment, development, promotion, and tenure would improve as we reached true university status. This, in turn, would make more likely a university salary scale for LS faculty.

New residence halls and recreation facilities, increased part-time work opportunities, and new opportunities for spiritual interaction and outreach would enhance student life. For the 47% of pre-health professional students enrolled in CAS, early identification

with their careers would increase student retention.

The nearly \$50 million of new construction planned for the new campus would ensure the more efficient classrooms, science building, and new residence halls the LS campus currently needs, as well as the recreation facilities the LL campus needs. And, appropriate development of the LS farm land would assure long-term undergraduate endowment funds of at least \$24 million.

Large, prestigious universities may afford the luxury of multiple and divided campuses. Loma Linda University cannot. To become a quality Christian university, it desperately needs the cohesive structure, faculty and student group that one integrated campus can help provide. Physical proximity alone will not bring this about, but it is a vital first step we must take.

We must unite on one campus because doing so will:

- 1) allow integration of liberal arts throughout professional curricula,
- 2) provide opportunity for multidisciplinary research
- 3) improve our marketing image
- 4) provide new facilities for learning and still fund endowment

La Sierra has several advantages of location. It is in one of the fastest growing regions of the country, both in general population and in SDA growth. This promises a long-term favorable market. LSC could maintain a spacious 220 acre campus and still develop 336 prime acres into a living endowment. If the college stays in La Sierra, it can expect far more cooperation from city officials for developing the land than if those assets were going to be spent in another county. The spacious campus left after development would still be conducive to creating community: it looks out and down across the valley. Nor is natural beauty a merely sentimental asset. SDA's traditionally value nature and space over crowding and congestion. For many SDA's this is still a marketable asset.

LSC could retain the business and education professional programs free from the academic and economic domination of the medically related schools. Separation would enable LSC administrators to focus their energy on developing LSC free from the debilitating competition with more powerful entities, and would enable LSC to have a board that would be focussed squarely and only on its needs. Separation would enable LSC to affirm its research and publishing accomplishments to date, and to develop new projects which it controls, which are better suited to its own centers of excellence, and in which its faculty are the principal investigators.

Separation would make the endowment funds from developing the farm land more secure, because ownership and control would be under an independent board. Despite popular belief, LSC would not gain much financially by not having to pay administrative overhead to the LL

campus, since it would have to provide all of those same services for itself anyway. Outright savings of approximately \$70,000 per year might be achievable. But LSC would be able to buy much better computer services than it now receives, and with support personnel whose time and attention would be focussed only on LSC needs.

La Sierra College must become independent because it will:

- 1) preserve the advantages of location and environment
- 2) allow LSC to flourish free from domination by medically-related entities
- 3) support a research program independent of medical concerns
- 4) secure endowment funds from non-LS use
- 5) provide services and administration focussed on LSC

LLU STUDENT POPULATION PROJECTION

1400 (current CAS/SR headcount)
 - 350 (25% non-SDA)
1050 (CAS/SR SDA headcount)
 - 315 (30% non-PUConf. SDA)
 735 (CAS/SR PUConf SDA)

221 (30% Freshmen; =22% of academy seniors)

442 (projected: 44% of academy seniors avg. for next four years)

442 (Sophomores 30%)

295 (Juniors 20%)

295 (Seniors 20%)

1474 (projected '91/'92 population CAS/SR PUConf SDA)

	%±0	60% (5-yr)
1474 (CAS/SR PUConf SDA)	1474	2168
315 (non-PUConf SDA)	370	370
<u>350</u> (non-SDA)	<u>461</u>	<u>461</u>
2139	2305	2999

LSC

2139 (CAS/SR)	2305	2999
500 (SB proj)	500	500
<u>100</u> (SE proj)	<u>100</u>	<u>100</u>
LSC 2739	2905	3599
LLC <u>2130</u>	<u>2130</u>	<u>2130</u>
LLU 4869	5035	5729

Benefits for unification of the campuses of Loma Linda University
as indicated by the University Strategic Planning Committee*

- Academic excellence - integration of programs (21)
- Long-range cost savings (12)
- New planned campus (6)
- Opportunities for multidisciplinary research (5)
- Administrative efficiency (5)
- Enhanced marketing potential (5)
- Opportunity for salary parity (5)
- Unity of faculty and administration (4)
- Catalyst for change in NAD higher education (4)
- Students able to identify with a "university" concept (2)
- Possibility of a significant endowment from land development (2)
- Time savings (2)
- Increased communication (1)
- Health emphasis for Church (1)
- Increased student social/academic contact (1)
- Clarify identity of University (1)
- Opportunity to have a good small SDA university (1)
- Improved fund raising opportunities, especially with corporations (1)
- Students in the environment of a university church (1)

*Numbers in parentheses indicate number of individuals listing this
as a benefit

Mastered

INCOME COMPARISONS FOR LIBERAL ARTS EDUCATION
AT LOMA LINDA UNIVERSITY
IF LAND IS DEVELOPED OR SOLD AT LA SIERRA

A. MAINTAIN THE PRESENT LA SIERRA CAMPUS

- 1. INCOME - Sell 278 acres of agricultural land for \$150,000 per acre. (The land would of course have to be re-zoned.) Hold in an endowment.

278 acres X \$150,000	\$41,700,000
Less realtors fee at 3%	<u>1,251,000</u>
	\$40,449,000

- 2. INVEST - \$40 million at 7% interest per year for a return of \$2,800,000 per year.

- 3. PROJECTED INCOME - Other than tuition for liberal arts education:

- a) Interest from the land endowment \$ 2,800,000
 - b) Pacific Union Conference subsidy 1,000,000
- NOTE: The present subsidy is \$1.8 million. This example assumes the Pacific Union increases the Pacific Union College subsidy by \$800,000.

Total Special Income	3,800,000
Present Special Income	<u>1,800,000</u>
Increased Special Income	\$ 2,000,000

- 4. POSSIBLE USES FOR SPECIAL INCOME:

- a) Operating subsidy \$ 1,300,000
(Present amount is \$1,300,000)
 - b) New buildings, maintenance, equipment 1,300,000
(Present amount is \$500,000)
 - c) Student scholarships - 400 at \$2,500 each 1,000,000
(Present amount is \$800,000)
 - d) Faculty and academic enhancement 200,000
- \$ 3,800,000

B. CONSOLIDATION AT LOMA LINDA

1. CONSOLIDATION INCOME (Sell entire La Sierra campus)

a) Campus property - 155 acres at \$150,000 per acre	\$23,250,000
b) Agricultural land - 278 acres at \$150,000 per acre	41,700,000
c) Other land - Seven acres at \$171,000 per acre	1,200,000
d) Shopping Center	2,190,000
e) Post Office	210,000
f) Three industrial buildings	2,051,000
g) Two apartment buildings	1,454,000
h) Seven single family residences & three duplexes	<u>732,000</u>
TOTAL SALE PRICE	\$72,787,000
Less Sales Commission at 3%	<u>2,184,000</u>
NET CASH FROM LA SIERRA SALE	\$70,603,390

NOTE: Items "c-h" are taken from the Coldwell
Banker Real Estate appraisal Dec. 10, 1986

2. CONSOLIDATION EXPENSES

a) New facilities at Loma Linda	\$55,000,000
b) Equipment & furnishings for new buildings (estimate)	2,000,000
c) Inflation expense by building time (5% from 1986 figures)	3,000,000
d) Moving expense (\$500,000 - \$1,500,00 estimated)	<u>1,000,000</u>
ESTIMATED TOTAL RELOCATION COSTS	\$61,000,000

3. FUNDS AVAILABLE FOR A LIBERAL ARTS PROGRAM ENDOWMENT

\$70,602,390	
<u>61,000,000</u>	
\$ 9,602,390	\$10,000,000

4. PROJECTED INCOME OTHER THAN TUITION
FOR LIBERAL ARTS EDUCATION:

a) Endowment fund interest \$10 million at 7% interest	\$ 700,000
b) Pacific Union subsidy	\$ 1,000,000
NOTE: The present subsidy is \$1.8 million. This example assumes the Pacific Union increases the Pacific Union College subsidy by \$800,000.	
Total Special Income	\$ 1,700,000
Present Special Income	<u>1,800,000</u>
Decrease to Special Income	\$ 100,000
Operational Savings? (See NOTE at bottom of page)	\$ 1,900,000

5. POSSIBLE USES FOR SPECIAL INCOME:

a) Operating subsidy (Present amount is \$1,300,000)	\$ 1,300,000
b) Equipment & maintenance (Present amount is \$500,000)	400,000
c) Student scholarships	---
d) Faculty & academic enhancement	<u>---</u>
TOTAL	\$ 1,700,000

NOTE: The projected operational savings are divided among 25 categories. Most savings categories relate to general operating areas or have large portions distributed to other cost centers, thus it would be difficult in a merged accounting system to identify actual cash that could be applied to specific programs.

Savings will accrue to the University as a whole rather than to the liberal arts program, thus it would be misleading to show the \$1,900,000 as special income for liberal arts programs. In actual practice liberal arts on a merged campus will have to compete with all other schools for any operational dollars saved.

It must also be realized inflation will consume the savings within three to four years unless tuition or subsidies increase accordingly, which has not been true in the past. Thus the savings amount would be impossible to identify after a few years, and therefore is not shown here as a source of future income for liberal arts programs.

On November 30, 1987
the Loma Linda University
Strategic Planning Committee voted to unify
Loma Linda University on the Loma Linda campus.

This publication is in accordance with the committee's request
*"to suggest ways to convey to the Board of Trustees and to other
constituencies the justification for this recommendation."*

Opinions

*A collection of quotes from Loma Linda University
faculty, alumni, and students who support unification*

December 12, 1987

Produced by the
Office of Public Affairs



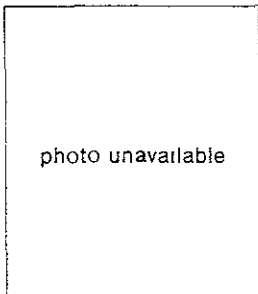
Cheryl Simpson, PhD
Professor and Chair of
Educational Psychology and Counseling
School of Education

"It is incumbent upon the members of an academic community to approach issues of considerable debate with the objectivity of disciplined minds. For those of us who have invested our life blood and our life savings in La Sierra, the concept of unifying both campuses in Loma Linda is painfully difficult to consider with any degree of objectivity. In this age of technology, academic sophistication and computerization, however, the practical reality of maintaining state-of-the-art equipment, duplicating faculty offices and administrative services, and transporting personnel regularly between two campuses only 20 miles apart seems to dim.

"Adventist higher education has moved far beyond the low cost programs and work experience studies of its early years. Career education is highly diversified and academic integrity more costly to nurture than ever before. My support of unifying the campuses is the personal support of an alumnus and faculty member deeply rooted in La Sierra. I do not speak for the department of educational psychology and counseling which I chair or the School of Education of which I am a part. The media presentations continue to mask the fact that the School of Education on the La Sierra campus offers only graduate degrees and that the Loma Linda campus houses hundreds of undergraduate students, so the discussion of keeping the two populations separate is an artificial one. Unifying the undergraduates and unifying the graduate students may bring a balance of populations on several levels and produce greater academic integrity personal development

and spiritual maturity in a climate of cooperation previously unknown.

"Of one thing I am certain, the Lord will lead His Christian educators regardless of their location, and I look forward to the day when these earthly territorial battles diminish in the glory of our eternal Kingdom."



Bruce Branson, MD
Professor and Chair of Surgery
School of Medicine

"Conducting the affairs of Loma Linda University sometimes seems like trying to conduct an orchestra with the violin section 20 miles away. Those 20 miles between our splintered, separate campuses and fragmented faculty make a mockery of the University's motto: 'To Make Man Whole.'

"A college should promote collegiality rather than the cocoon of a separate, isolated campus. Sentimental attachment to the past or to stucco and stone cannot bring excellence to education or unity to teachers.

"Over a decade ago, faculty members appointed from both campuses served on task forces to study ways to unify policies and procedures and to explore plans for the future. We came to realize how much our unity and perspectives were enriched by sharing our viewpoints as historians or biochemists, as theologians, surgeons, or business professors. We need to recapture that sense of wholeness, that sense of an intellectual community of scholars—to strike sparks and to stimulate creativity.

"Current controversies over procedure must not obscure substantive issues and discussion of the fundamental essentials for excellence in a Christian university—a university in fact as well as in name."



Lanny Fisk, PhD
Associate Professor of Geology
College of Arts and Sciences and
Graduate School

"A window of opportunity is now open for unification. If we don't seize this chance, we may never have another. The move may be traumatic on individuals and programs, but in the long run, unification is the right decision for the University. It will finally be a 'uni-versity' rather than a 'multi-versity.' "



B. Lyn Behrens, MB, BS
Dean
School of Medicine

"The unification would facilitate the participation of the faculty of the College of Arts and Sciences in the biomedical research that exists within the School of Medicine. We will encourage any collaboration in the interest of advancement of science."



Ronald D. Graybill, PhD
 Assistant Professor of
 History and Religion
 College of Arts and Sciences

"The decision to support the unification of the University on the Loma Linda campus was a difficult and anguished one for me. Leaving the La Sierra campus has some distinct drawbacks. La Sierra has the advantage in natural beauty and spaciousness, things we Adventists have always prized as a setting for education. But some Loma Linda streets will be closed. That will help. Then, as we begin to grow again, we can make Loma Linda beautiful too.

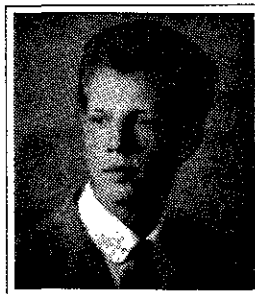
"Initially I opposed consolidation because I believed the College of Arts and Sciences would be slighted in the professional school environment of Loma Linda. But my work on the strategic planning committee gave me an opportunity to get better acquainted with the deans of the various professional schools, including the School of Medicine. I was impressed with their sincere concern for a well-rounded, genuinely Christian education. I believe these deans want to see liberal arts undergraduate education flourish at Loma Linda University.

"The cost of new buildings is certainly a concern. We'll have to spend money on new buildings even if we stay in La Sierra. But it is nevertheless true that we'll probably have to spend more money on buildings if we move to Loma Linda. If we stay in La Sierra, we might be able to use that money for student scholarships. Is it worth it, then, to move to Loma Linda?

"In the end, I decided that it was. A single campus will be much more convenient for students and teachers. It will save millions in overhead costs now wasted on duplicate services. A single building to do

campus will be more conducive to faculty research—something that will make us better, more interesting teachers and will enhance the value of the degrees we offer.

"One thing would change my mind, however. If our Board sees no light in the strategic planning committee's proposal that Loma Linda be a University which strives for excellence, we may as well stay where we are. If we can't seek to offer the kind of quality which our most talented young people are now going outside our system to find, then the options look different to me. If we have to live with enforced mediocrity because of policies which inhibit our ability to attract the best teachers and the best students, then we should stay the way we are. I'm not talking about elitism—we can still have open enrollment, but we cannot be excellent and continue to function like every other undergraduate college."



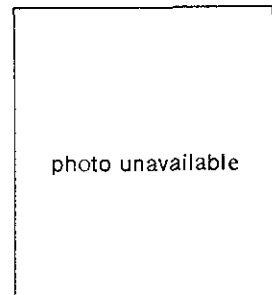
Marvin Karlow
 Student
 College of Arts and Sciences

"I don't have strong feelings about unification in either direction. I don't perceive finances as being a mandate for unification. But I think if it happens, students will benefit by being together on one campus. There is a definite advantage in having graduate and undergraduate students together on one campus, and to having a larger faculty body. This would give students more resources. They could also share laboratories and equipment. Another reason for unification is the University's marketability. With only one campus, the University would be immediately more marketable to a large target group.



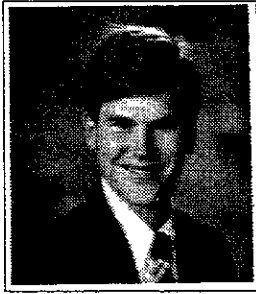
Joan Coggin, MD
 Associate Dean for
 International Programs
 School of Medicine

"I am all for unification. I haven't studied into the financial aspects of the move, but from a philosophical standpoint it is a great idea. I think it is important for the medical community to be integrated with the non-medical arts and humanities. If everyone was on one campus, music majors could easily play tennis with medical students. Dental students could attend chamber music concerts held on campus. People from all disciplines could grow to understand each other better. I think the separation of our school on two campuses has created a barrier because we don't know each other. This would no longer be a problem if we were all in one place."



Leo Brandon
 Student
 College of Arts and Sciences

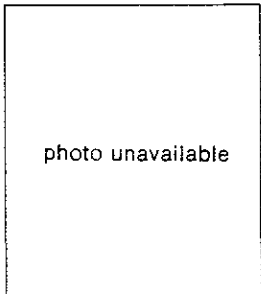
"I feel the consolidation of La Sierra and Loma Linda campuses is a wise financial move for the University. By merging the two campuses the maintenance costs of keeping up two separate campuses will undoubtedly be lowered, and also by leasing the campus the University will have another source of income."



Greg Frykman
Student

College of Arts and Sciences

"As a student at the La Sierra campus in the College of Arts and Sciences, I have continually supported academic integrity and educational excellence which the students strongly desire. If consolidation can be shown to enhance the educational quality, then I support consolidation. However, I do not foresee consolidation as having the potential positive effects on academic quality as other options could have. Students are concerned about the consolidation issue, not only because the manner in which it is presented speaks to the integrity of those promoting it, but also because students long to see their institution admired as an academically superb, financially sound, and distinctively Seventh-day Adventist University. Toward this end do I support the University as it deliberates over these important decisions facing and affecting us all."



Richard Pershing
Alumnus

College of Arts and Sciences

Associate Director of
Public Relations and Development
La Sierra Campus 1980-1984

"I have as much love for La Sierra as anyone. I love them. I worked and attended

school there, so I realize the meaning of the decision to unify, and I support it for several reasons. While I was an employee at La Sierra, there were times when we were not given the benefit of being a part of Loma Linda University. When the local paper ran a story about UCR graduating 3,000 students and La Sierra graduating 300, I called them up and asked for an explanation as to why the total number of graduates (closer to 1,500) from Loma Linda University was not given. The reply was that the Riverside paper only covered La Sierra.

"There is only so much money in the system. Many students who attend LLU are enrolled in three or perhaps four schools during their time of study. In the end, however, the alumni want to donate to the school or campus with the most visibility. If everyone was on one campus, I think some of the fund-raising problems would be solved.

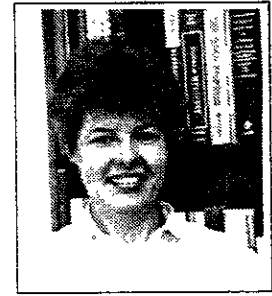
"It's difficult to plan good programs, music, and athletic events for the entire University, yet host them on one campus and expect those from the other campus to participate. Many people involved in the medical professions on the Loma Linda campus have artistic and musical talents that aren't being fully realized because the fine arts functions and programs are held at La Sierra. I think everyone would benefit by being together."



Ignatius Yacoub, PhD
Dean

School of Business and Management

"The unification will mean increased and better utilization of resources, visibility for the school, a broadened curriculum, and enhanced interaction among students in professional schools."



Elizabeth A. Rogers, EdD, PT
Associate Chair and Associate Professor
of Physical Therapy
School of Allied Health Professions

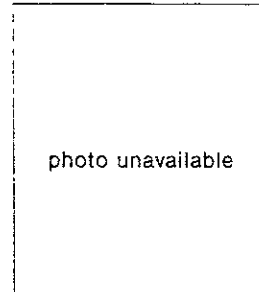
"It has been my privilege to serve on the LLU strategic planning committee since August, 1987, and the two subcommittees that have explored options for the future of Loma Linda University. The subcommittees worked with faculty and administration to produce the documents presented to the entire strategic planning committee. It is my opinion that LLU has an opportunity to be a flagship educational institution for the SDA church. The potential for multidisciplinary research would be enhanced. Liberal arts education could be integrated into professional curricula. Marketing of LLU could be improved with new buildings and LLUMC name recognition. Financial implications were not a major reason why I voted for unification. The proposal for a University where faculty can be "master" teachers, conduct research, and other scholarly activities, and contribute to the community and the church will be expensive. It will cost more than operating a college. However, this environment will work towards attracting the 'brightest and best' of the Seventh-day Adventist young people. These students will stop the "brain drain" to renowned public and private institutions that now attract some of the church's finest potential leaders. These students could be nurtured spiritually as they are challenged intellectually in a true University setting. I believe unification of LLU on one campus is best for Seventh-day Adventist higher education. This in turn will have a positive effect on the future of our church."



Kenneth Vine, PhD
Dean
School of Religion



Clark Davis
Student
College of Arts and Sciences



Danny Lau
Student
College of Arts and Sciences

"I am 100 percent supportive of unification. In the School of Religion it would be especially beneficial since we presently offer programs on both campuses. Bringing everyone to Loma Linda would save a considerable amount of time spent commuting back and forth, resulting in a much stronger, more efficient use of faculty. Our libraries could be brought together, thus strengthening our research capabilities. The whole University program would be strengthened, and financial savings would be made by eliminating the need for duplicate offices in many areas such as records, accounting, administration, etc. Our present system is a two headed monster. Bringing the two campuses together will benefit the University. It's the only sane thing to do and should have been done years ago."

"As a student in the College of Arts and Sciences, I have been fearful as to the effects of the unification on the humanities programs. And yet, I also see cause for great hope. By placing the College of Arts and Sciences at the center of the University, and channeling the entire strengths of the University into the development of an outstanding liberal arts program, and, by deeply integrating the humanities into the professional school curriculums, Loma Linda can truly become a great University."

"As a humanities student I have joined many in worrying about the effects of consolidation of the University. While my concern rests on the mere survival of humanities programs in the event of unification, I can see how such a move, if handled properly, could benefit not only the humanities but the entire University. The need for humanities on the University level is of ultimate importance, and Loma Linda's future depends on how it can best assure the survival of the humanities."



Richard Tkachuck, PhD
Professor and Chair of Biology
College of Arts and Sciences
Graduate School

"I think unification will have a positive effect on the sciences. For example, in the biology department, being in close proximity to many other people in biology fields will be a real plus. Currently, a professor from Loma Linda is commuting to La Sierra to teach a class. Being on the Loma Linda campus would eliminate the time wasted driving between campuses, and I believe working in a medically-oriented environment would enhance research opportunities for our students."

UNIVERSITY STRATEGIC PLANNING COMMITTEE

Minutes

November 30, 1987

PRESENT

Lyn Behrens, Sy Bietz, Lowell Bock, Gus Cheatham, Wallace Coe, Lanny Fisk, Robert Frost, Ron Graybill, Jim Greene, Anees Haddad, Madelynn Haldeman, Calvin Hanson, David Hinshaw, David Hutton, Patricia Jones, Ed Karlow, George Keller (consultant), Helen King, Judson Klooster, Edwin Krick, David Larson, Gordon Madgwick (chairman), Ken Matthews, Dale McCune, Wallace Minder, Thomas Mostert, David Osborne, Gaines Partridge, Elizabeth Rogers, Bill Seibly, Helen Thompson, Kenneth Vine, Norman Woods, Ignatius Yacoub, Derrill Yaeger

ABSENT

George Akers, William Allen, Ronald Drayson, Stephen Gifford, Joyce Hopp, Jon-Erik Pritchard, David Rawson, Calvin Rock, John Ruffcorn, Robert Teel

DEVOTIONAL

Gordon Madgwick presented devotional thoughts drawn from a prayer by Peter Marshall, the famous preacher who served for many years as Chaplain of the U. S. Senate. Prayer was offered by Tom Mostert.

REPORT FROM
AD HOC
COMMITTEE

Edwin Karlow, chairman of the subcommittee appointed at the October 22, 1987, meeting presented a report containing detailed financial projections and position papers on various possible campus configurations. The members of the subcommittee were Edwin Karlow, chairman, Edwin Krick, Ken Matthews, and Elizabeth Rogers. Also serving the subcommittee as writers of the first drafts of the various position papers were William Allen, Ron Graybill, Calvin Hanson, and Joyce Hopp.

The report, containing 17 sheets of various colors, some printed on both sides, was simply titled "Memo TO: University Strategic Planning Committee, FROM: Subcommittee Appointed 22 Oct 1987." It will be sent to absent members of the committee.

REPORT FROM
PACIFIC UNION
EXECUTIVE
COMMITTEE

Tom Mostert presented and commented on the actions taken by the Pacific Union Conference Executive Committee, which met November 19, 1987. The untitled two pages generated at that meeting were divided into four sections: Preface, Mission Statement, Facts and Assumptions, and Actions. Mostert pointed out that the underlying concern of the Union Executive Committee was with undergraduate education for all the constituents of the Union, and that the actions should be read in that light.

OTHER REPORTS

Several other papers and reports were then presented. These included "LLU Student Population Projection,"

University Strategic Planning Committee Minutes

November 30, 1987

Page 3

Sierra campus to the Loma Linda campus, with the following stipulations:

- (1) The income from the sale or development of the land at La Sierra will be used to underwrite and strengthen the entities now operating on the La Sierra campus: College of Arts and Sciences, School of Business and Management, School of Education, School of Religion, and Graduate School. This will include student aid to help attract excellent students.
- (2) No assets from the sale or development of the land at La Sierra will be used to subsidize the Loma Linda University School of Medicine.
- (3) The Pacific Union's subsidy to higher education should be continued to both Loma Linda University-La Sierra and Pacific Union College. That subsidy should be allocated based on student enrollment.
- (4) The University should expand remedial programs and continue open enrollment in some form to serve the large Seventh-day Adventist constituency in Southern California.

The committee should immediately commission a taskforce to suggest ways to convey to the Board of Trustees and to other constituencies the justification for this recommendation.

NEXT MEETING Tuesday, December 15, 1987
1:00 - 9:00 p.m.
Del Webb Library Room 101

Gordon Madgwick, Chairman

Ron Graybill, Recording Secretary

STRATEGIC PLANNING COMMITTEE

MEMBERS

George Akers	Edwin Krick
William Allen	David Larson
Lyn Behrens	Robert Leonard
Sy Bietz	Gordon Madwick
Lowell Bock (ex officio)	Ken Matthews
Gus Cheatham	Dale McCune
Wallace Coe	Wallace Minder
Ronald Drayson	Thomas Mostert (ex officio)
Lanny Fisk	David Osborne
Robert Frost	Gaines Partridge
Stephen Gifford	Jon-Erik Pritchard
Ron Graybill	David Rawson
Jim Greene	Calvin Rock
Anees Haddad	Elizabeth Rogers
Madelynn Haldeman	John Ruffcorn
Calvin Hanson	Bill Seibly
David Hinshaw	Robert Teel
Joyce Hopp	Helen Thompson
David Hutton	Kenneth Vine
Patricia Jones	Norman Woods
Ed Karlow	Ignatius Yacoub
Helen King	Derrill Yaeger
Judson Klooster	

COMMITTEE COMPOSITION

Board	9
LSC Administrators	5
LLC Administrators	7
Administrators - both campuses	9
LSC faculty	5
LLC faculty	5
Students	2
Community/alumni	3

LOMA LINDA UNIVERSITY
CHRISTIAN EDUCATION FOR THE 21ST CENTURY

Loma Linda University is a widely known Seventh-day Adventist institution. This recognition brings both challenging opportunity and awesome responsibility. We are poised at the threshold of a new era. By the year 2000, Loma Linda University can become a recognized center of academic merit with approximately 5,000-7,000 students in a broad spectrum of disciplines. Retaining a spirit and environment that encourages an individual commitment to Jesus Christ will continue to be a significant priority.

The Goals

Emphasis in Medical and Health Sciences. Today 52 percent of the undergraduates on the La Sierra campus of Loma Linda University are pursuing curricula leading to health-related careers. Our vision of the future must recognize the importance of the health- and medical-related sciences in the mission of this church, in the heritage of this university, and in the values and goals of the students. In the year 2000, the medical and health programs at Loma Linda University will be even better known than they are today as our scientists make advances in many disciplines supported by significantly increased research budgets funded largely by federal research grants, foundations, businesses, and individual philanthropists.

Full Integration of Professional and Liberal Arts Curricula. A vision which focuses only on the health-related disciplines would deny the university status. A university is committed to the universe of knowledge. The merger of La Sierra College and Loma Linda University in 1967 recognized the symbiotic relationship between the professional curricula in the medical and health

sciences and the liberal education provided by the arts and science faculty. This relationship must be vitalized. General education courses must always have a strong mix of students of multiple disciplines. The full integration of the common, shared core of knowledge will improve economic efficiency while at the same time enhance the intellectual life of all students.

A Faculty of Respected Scholars. Masterful teaching, research, and the other scholarly activities of a faculty and the success of the graduates create the reputation of a university in the academic world. A greater spirit of discovery and inquiry must pervade the University community. Faculty are professionally vitalized by ongoing research which tools them to the state of the art in their disciplines and enables them to contribute new knowledge. Students are direct beneficiaries of scholarly activity when they are able to share in its discoveries in the classroom or participate along side their mentors in serious research. This scholarly environment along with masterful teaching by skillful, inspiring professors will ensure the success of the graduates.

Service to the World. In the coming years, Loma Linda University will interface more fully with the local community, as well as its larger communities of the Inland Empire, the state, the nation, and the world. The University will continue and expand its off-campus programs and collaborative efforts with institutions around the world. Reflecting the Seventh-day Adventist Church's fundamental belief in service and the value of persons, the lives of University alumni will mirror care and understanding concern for others.

Promulgation of Seventh-day Adventist Christian Values. This university is part of the Seventh-day Adventist Church, its beliefs and traditions. Not only does the University receive financial appropriations from the parent

church, but the church families also entrust to the University their young adults. Communicating the Christian mission to students surrounded by messages from the secular world presents a significant challenge. Loma Linda University is committed to helping each student examine his or her personal values and beliefs in the context of the doctrines of the Seventh-day Adventist Church. This cannot change. But beyond the self-examined life, the University strives to produce in its students a deep enthusiasm for sharing a personal commitment to Jesus Christ.

A Christian Voice in American Higher Education. America has benefitted richly from the plurality of its institutions of higher learning. Most significant have probably been the church-related college and university where the institutions and traditions of our society have been examined through a plurality of belief and value systems. Since many of those institutions are now secular and several of the smaller church-related colleges have recently closed their doors, Loma Linda University will play an increasingly significant role in American higher education in the future. Its potential voice cannot be underestimated.

Responsible Fiscal Operations. A university must reflect the dynamic development of information and technology in this world. The next decade will require that new courses, new majors and perhaps even new schools be created. Since Loma Linda University is expected to have limited growth beyond its present size, existing courses, majors, and perhaps even departments will be eliminated in order to make room for the new. In addition, in order to secure and maintain a highly qualified student body, the University must increase funds for student aid. A vigorous development program, careful management of University resources, and continued support of the General Conference and the Pacific Union Conference will enable the University to meet its commitments.

GENERAL CONFERENCE COMMITTEE

December 24, 1987, 10:00 a.m.

MEMBERS PRESENT

C B Rock (Ch), R L Woodfork (Sec), Karl H Bahr, M T Bascom, W Floyd Bresee, Shirley Burton, G Tom Carter, R W Coon, G H Crumley, R M Flowers, P A Gordon, J H Harris, W G Johnsson, Humberto M Rasi, D E Robinson, D A Roth, A C Segovia, E H J Steed, Elizabeth Sterndale, F G Thomas.

DEVOTIONAL MESSAGE

After offering prayer, C B Rock read the text which has impressed him with renewed emphasis this Christmas, Isaiah 9:6--"For unto us a child is born, unto us a son is given: and the government shall be upon his shoulder: and his name shall be called Wonderful, Counsellor, The mighty God, The everlasting Father, The Prince of Peace."

In this scripture God shows Himself as "wonderful" in the way He impacts our hearts and minds. It is a superb and rich delineation for us to consider. It is astonishing, amazing, exciting, beyond explanation or anticipation, worthy of all adoration. The name "Wonderful" summarizes and captures all others.

He is "wonderful" with respect to His church and His people, "wonderful" in what He does for us individually, "wonderful" as the years roll on and we face death, "wonderful" because He teaches us how to live from the cradle to the grave giving practical guidance and grace to bear burdens all along the way.

For the enobling of our lives, for the preparation for service, for the blessing of having a part in the work of His church, we can testify with the prophet that He is indeed "wonderful."

R W Coon offered prayer emphasizing thanksgiving to God.

REPORTS

Calvin B Rock gave a rapid overview of his itinerary in the Trans-European Division, and passed on the greeting of the Trans-European Division Officers as well as those of the unions and attached fields he visited. He was especially thrilled to visit the Greek Mission where Paul taught and raised up churches. There are only 340 members in this Mission but the work is progressing. It was sad for him to see there are no spiritual heirs in Corinth to benefit from Paul's two letters.

87-668
December 24, 1987 - GCC

MINUTES of the meeting held December 17, 1987 were approved with the deletion of the designation of AWR-Asia as a General Conference institution. This action had been taken previously.

BBB/GCC to FLJ

ADVENTIST MEDIA CENTER--BORROWING

VOTED, To approve the following borrowing of funds by the Adventist Media Center to be repaid within five years:

5-year software maintenance contract	\$337,718
Sperry hardware purchase	197,930
4-color printing press	<u>235,930</u>
Total	\$771,578

ADCOM/GCC to EO

INTERDIVISION TRAVEL

VOTED, To approve the following interdivision travel:

1. GENERAL CONFERENCE STAFF

ADRA

Hardware, David	Eastern Africa Division, Ethiopia, Dec 29, 1987-Jan 30, 1988 to accompany William H Jensen and get oriented for future work while awaiting visa approval. Expenses will be paid from grant funds.
Jensen, William H	Eastern Africa Division, Ethiopia, Dec 29, 1987-Jan 13, 1988 to negotiate with USAID/Ethiopia in the preparation of an emergency relief proposal. Expenses will be paid from grant funds.
McDowell, Evert	Eastern Africa Division, Dec 30, 1987-Jan 30, 1988 on a fact-finding mission and to collect pictures and stories for promotional material for

87-669
December 24, 1987 - GCC

relief effort in the North
American Division and other
donor divisions. Expenses will
be paid from grant funds.

AWPS/ADCOM/GCC to DFG&FGT

AWPS/CDS COMMITTEE (GCC-S)--MEMBERSHIP ADJUSTMENT

VOTED, To adjust the membership of the AWPS/CDS Committee (GCC-S)
as follows:

Add Middag, Norman

Adjourned

Calvin B Rock, Chairman
Robert L Woodfork, Secretary
Martha Horn, Recording Secretary

GENERAL CONFERENCE COMMITTEE

December 31, 1987, 10:00 a.m.

MEMBERS PRESENT

C B Rock (Ch), R L Woodfork (Sec), G H Akers, Karl H Bahr, M T Bascom, M A Bediako, C E Bracebridge, C E Bradford, D E Crane, G H Crumley, R L Dale, G O Engen, D F Gilbert, P A Gordon, J H Harris, Betty Holbrook, J David Newman, R W Olson, Gary B Patterson, Humberto Rasi, G E Rice, D A Roth, A E Schmidt, E H J Steed, Elizabeth A Sterndale, G Ralph Thompson, O A Troy, K H Wood.

DEVOTIONAL MESSAGE

The Chairman mentioned that at this time of year especially, we reflect on the blessings of the Lord and His miracles in our lives. He invited the Committee members to share one particular blessing received during 1987. Inspiring testimony was given of God's guidance, protection, intervention in the everyday duties of life and thanks for the privilege of working in leadership positions.

Humberto M Rasi offered prayer.

REPORTS

Clarence E Bracebridge told of his recent itinerary in the South American Division. For the first time chaplains were organized in health-care institutions and Division-wide meetings were held in Argentina and Brazil. Chaplains are doing excellent work at River Plate Sanitarium and Hospital. They are very active not only in the hospital but also in the community. They also conduct a radio program and carry on a Bible correspondence course in which 3,000 people are enrolled. Four evangelistic campaigns are planned for the summer.

In the United States there are 279 full-time paid Seventh-day Adventist chaplains in health-care and military institutions. From this sound base Adventist Chaplaincy Ministries is reaching into other divisions.

The Chairman suggested that Bracebridge relate how the Church has been honored through his appointments for 1988. He is to be the Protestant representative of NCMF (National Committee on Ministry to the Armed Forces) and secretary-treasurer of ECVAC (Endorsers Conference on Veterans Administration Chaplains).

87-672
December 31, 1987 - GCC

Matthew A Bediako related highlights of his recent visit to the Eastern Africa Division. He was particularly impressed with the evangelistic involvement of high school students in our schools in Zimbabwe, Tanzania, Ethiopia and Malawi. In each of these countries at least 100 have been led to Christ through their efforts.

Paul A Gordon stated that a set of four books has been prepared on the subject of the significant events of 1888 (statements of Ellen G White). Of the original printing of 2,000, 1,500 copies have already been sold. It is encouraging to see that the Church is interested in the subject of righteousness by faith.

MINUTES of the meeting held December 24, 1987 were approved.

TRE/GCC to WLM

EXCHANGE RATES

VOTED, To approve the following adjustments to fixed rates of exchange, effective January 1, 1988:

<u>Division/Union</u>	<u>Symbol</u>	<u>Local Currency Units Per US \$</u>	<u>US \$ Per Local Currency Units</u>
Africa-Indian Ocean	CFA	270.00	.003703
Eastern Africa			
Zimbabwe	ZWD	1.65	.606061
Euro-Africa			
France	FFR	5.40	.185185
Switzerland	SFR	1.30	.769231
Middle East Union			
Cyprus	CY L	.460829	2.17
North America			
Canada	C\$	1.30	.769231
South Africa Union	ZAR	1.92	.520833
South American			
Brazil	BRZ	80.00	.012500

<u>Division/Union</u>	<u>Symbol</u>	<u>Local Currency Units Per US \$</u>	<u>US \$ Per Local Currency Units</u>
South Pacific Australia	\$A	1.39	.719424
Trans-European Britain	£	.537634	1.86

GCC to DFG

GENERAL CONFERENCE HEADQUARTERS

Donald F Gilbert announced that building operation are currently not being held up because of any problems with building permits but rather by the weather which has been unfavorable. Some concrete footings have been poured and drain pipes are being laid.

The main concern at present is to be ready for the road construction. Montgomery County approves road changes only in the month of May and there is much paper work that must be done before that time.

PER/GCC to GHC-RetirePlan

STEED, ERNEST H J - RETIREMENT

RECOMMENDED, To grant NAD Retirement Plan benefits to Ernest H J Steed after 43 years of denominational service, effective March 1, 1988.

GCC to RLW

STEED, ERNEST H J - APPRECIATION

VOTED, To express appreciation to Ernest H J Steed for 43 years of service to the Church. He began his work at Sanitarium Health Foods in Australia. In 1966 he joined the staff of the General Conference as an associate director of the Health and Temperance Department and in 1968 became department director. Since 1980 he has served as an assistant to the General Conference President assigned to the International Commission for the Prevention of Alcoholism. He has been a great promoter of the temperance work of the Church and his efforts have yielded results in many parts of the world.

Adjourned

Calvin B Rock, Chairman
Robert L Woodfork, Secretary
Martha Horn, Recording Secretary