

The Bulletin



of the Worldwide Church of God and Ambassador College

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News Briefs

Highlights of news from division reports in this issue

ACADEMIC

Deep cuts have been made in the 1974 budget for the Pasadena campus. However, Dr. Germano reports these reductions will not seriously alter the instruction program or hinder efforts toward accreditation. For this issue, Mr. Ronald Dart asked Dr. Donald Deakins, Dean of Faculty at Big Sandy, to outline the steps necessary for accrediting the sister college.

BRICKET WOOD

The largest number of letters and response cards from Britain and Europe was received during the month of November. Mr. Hunting explains that even though the first issue of the expanded *Good News* has not been sent yet, they will be going to people at a most opportune time.

CHURCH ADMINISTRATION

Mr. David Antion reports much progress being made toward accomplishing many top priority projects. Among them is the new *Ministerial Manual*. A program of education and instruction geared toward helping church parents to help their young people is now under discussion.

FINANCIAL AFFAIRS

The budget for 1974 has finally been approved, according to Mr. Frank Brown. Even though 1974 will be a very tight year with a no-growth plan, the Business Office is looking forward to a good year for the Work. Activities in the Communications and Legal Departments are also discussed.

INTERNATIONAL DIVISION

Mr. McCullough reports on his recent trip to Bricket Wood where he and Mr. Hunting discussed mutual budgetary problems relating to foreign language editions of the PT. Together with Mr. Hunting and Mr. Cole, the three are working on possible future suggestions for effecting savings on PT distribution.

MARKETING AND SUBSCRIBER SERVICES

Mr. Hill's column includes three interesting reports from key personnel in his division. Communications in Mail Processing, an insight into Systems Services in Data Processing, and handling of PT renewals are the topics.

MEDIA

High program ratings have been given *The World Tomorrow* in Bakersfield, California, and Austin, Texas. Mr. Smith says austerity and frugality in TV production will be required to meet the extensive cutback in funds for producing the program in 1974. Only two TV specials will be aired next summer.

PERSONAL APPEARANCES

Mr. Portune reports that cuts in the Personal Appearances budget will produce changes in the overall program and future planning which will involve more people in vital campaign responsibilities.

PUBLISHING

Having just returned from a trip to England and Germany regarding important press matters, Mr. Cole relates some good news that will keep our presses in England humming longer each week than expected! An interesting discussion on what goes on in the News Center is included.

Marketing & Subscriber Services

DAVID JON HILL

For this issue of *The Bulletin* I would like to include three reports written by men in our division. The first one is by Bill Butler, one of Mr. Richard Rice's staff assistants in Mail Processing. Bill covers the vital subject of communication and shows what Mail Processing is doing about it within the department to keep things running smoothly and efficiently.

Then, Gary Reid, Systems Services Manager working directly under Mr. Ben Chapman in Data Processing, relates the basic tasks being accomplished by the Systems Services section.

Finally, Ron Hooper, systems analyst coordinating the Ambassador College Terminal System (ACTS) between Data Processing and the user departments, tells how the current Plain Truth renewal program is being implemented.

— Jon Hill

MAIL PROCESSING CENTER

COMMUNICATIONS IN MAIL PROCESSING

In any organization the ability to communicate is the oil of quality performance and high production. The same applies to the Ambassador College Mail Processing Center. To run a department effectively requires that everyone know his job thoroughly and understand how it relates to the whole Work in general.

The job of communicating in Mail Processing is critical to serving our readers and listeners efficiently.

The major functions of communications in the department are basically carried out by the communications officer and his associates. One of these functions involves writing memos announcing changes in mail handling procedures or vital information about other aspects of the department and the Work. Mail Processing employees are kept current on activity in such areas as TV, Advertising, the Press, the Booklets Department, Editorial, etc.

Responsibility for training readers in basic mail reading skills, maintenance of various technical manuals, updating of the literature indexes, and working with certain aspects of the quality control

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system are other important areas of the communications system in Mail Processing.

Training Program

Perhaps the most interesting and important function of this work is that of training.

Several training classes are conducted throughout an average week for different groups of employees. The specific type of instruction depends on individual needs.

For instance, an orientation class is given for new employees including a lecture on the history of the department followed by a tour. After this, the new reader is helped to develop reading skills through a systematic sequence of training experiences. His work is carefully checked as he is moved from simple to complex letters.

Meanwhile, a basic mail reading class instructs in the use of the "language" of the department — the codes, symbols, and abbreviations used in processing each letter. Thoroughness and accuracy are stressed.

A literature class teaches how to use the hundreds of pieces of literature and other reading aids in answering a writer's questions.

Quality Control

Another aspect of effective communications lies in the area of quality control. Throughout a reader's career, the quality of his work is monitored by occasional "spot-checks." Sometimes these will turn up certain weaknesses. Remedial training in the weak areas often solves the error problems, raises quality standards, and gives the mail readers a higher sense of achievement.

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WORLDWIDE CHURCH OF GOD

WORLD HEADQUARTERS
PASADENA, CALIFORNIA

HERBERT W. ARMSTRONG
PRESIDENT and PASTOR

OFFICE OF
GARNER TED ARMSTRONG
Vice President

December 30, 1973

To all ministers and key supervisory personnel in God's Work:

Hello again!

I have just finished writing a lengthy Co-Worker letter -- it will be mailed on Monday, the 31st of December. I'm sure all of you will read it -- it is only the second time I have written a Co-Worker letter in the history of the Work, but, as I explained in the letter, my father felt very urgently desirous of rushing over to England to visit with Mr. and Mrs. Hunting, anointing Mrs. Veryle Hunting for the very critical illness which has overtaken her. I had talked with Charles Hunting only a day or so before, and have been in fairly close contact with him for some period of time. While my father knew Mrs. Hunting was ill, I am sure he did not realize the total gravity of her situation. He was very deeply struck when he learned the full gravity of her condition, and, as I'm sure you all know, Mr. Armstrong has been especially close to both Charles and Veryle Hunting for many, many years. I was inspired, to say the least, that he wanted to simply drop everything and rush straight to England to Mrs. Hunting's bedside for prayer and anointing -- and I know all of you feel the same way!

I want to remind all of you to continue to join the rest of us in praying for Mrs. Hunting! It is absolutely a matter of life and death -- and there is literally NOTHING that any doctor can do to preserve or prolong her life unless God, by an absolute divine miracle, raises her up and heals her completely! Of course, such a miracle with God, though it may appear to be something difficult to us, humanly, is no more difficult than drying up a runny nose, or causing a cloud to drop down the rain or a flower to grow! I hope all of you will really bear down in your prayers for Veryle Hunting -- a woman whom we all know and love very deeply.

I want to personally thank the many dozens of you ministers, department heads, employees, as well as hundreds of our brethren (many from the Shreveport, Texarkana and South St. Louis areas) who have sent an avalanche of letters to me over the recent weeks' trials -- and, while I have not had time to answer every one of them personally, I do very deeply and sincerely appreciate the fantastic loyalty, love and compassion that has been shown!

I would like all of you to convey my deepest appreciation and thanks to all who have written so warmly to my wife and me. Shirl and I have grasped at such letters and cards from many of you, realizing we had a deep personal NEED to hear a little bit of "good news" for a change! And I wanted you all to know that the letters are not wasted, but are an actual emotional "lift"! For example, only a few days ago, though I entered the TV preparation room with feelings of gloom -- I picked up a group of these letters after having to handle another number of "problems" over the phone and in person, and began to read through some of them. In a matter of about fifteen or twenty minutes, my spirits were very greatly lifted, and I bounced to my feet and went in to do a television program -- which I otherwise feel I would have been unable to do.

I would also like to take this opportunity to say "thanks very much!" to George Kemnitz and all of you fellows in the entire mid-western region, even including Ed Smith and some of the fellows from his region, who came up to the Chicago basketball tournament of a couple of weeks ago! Shirl and I really appreciated the opportunity to be among so many of God's people! It was a good break from the constant pressures at Headquarters for one thing, and even though the weather was very cold and dark, it was very bright and sunshiny inside the clubhouse at the Arlington Race Track where I got to speak to nearly three thousand of God's people, and later on in the ballroom of the Arlington Park Hotel where I was able to conduct a singalong with perhaps upwards of 1000 of the young people and others. I enjoyed going to the basketball games, announcing the last two, and presenting the trophies! I have never seen a finer activity for the young people of God's Church -- I want to thank especially all those who labored so hard in the organization and the hundreds of man-hours of work it took to put the whole thing together and make it such a success. We appreciated, too, the few brief moments of being able to chat with some of you fellows, my fellow ministers of Jesus Christ, whom we haven't laid eyes on in literally years, when we got together at a restaurant prior to the singalong!

While I know my schedule does not allow me to do this type of thing anywhere near as often as I should, or that I would like, I am looking forward to being able to attend similar events as it is made possible in the future.

As you all know by now, we are calling in all the pastors of churches for a three-day workshop session at Headquarters, beginning 2:00 p.m. Wednesday, January 2 and continuing through Friday, January 4. Actually, many of you will receive this Bulletin after the ministerial conference is history. I set these dates so that my father could be present for the initial sessions -- since he must immediately depart on Thursday afternoon for another high-level trip which will take him once again to some of the Asian, African and Mid East countries.

I would like to give you Mr. Armstrong's itinerary in advance

-- and in detail -- so all of us, and all of our employees and brethren, can be thinking about, and praying for, the success of these extremely critical activities on a day-by-day basis.

My father, Mr. Stan Rader and the rest of their party will leave on Thursday, January 3, for Tokyo, arriving there on the 4th. On Saturday there will be a Bible study with more than 50 people in attendance. Monday they will depart for Nepal in the company of five to seven members of the Japanese Diet, who are being sent by the Diet and the Ministry of Foreign Affairs of Japan on an official mission to the oil producing nations of the Middle East. The first stop with the Congressmen will be Nepal, for an overnight visit including luncheon the following day. On the afternoon of the 8th, the group will proceed to New Delhi and remain there until the 10th. During the stay in New Delhi Mr. Armstrong will be received by Mrs. Gandhi and the American Ambassador, as well as Dr. Singh and the Japanese Ambassador. On the 10th they will proceed to Teheran, where Mr. Armstrong will be received by the Queen and the sister of the Shah, and perhaps the Shah, if the oil crisis and his schedule permit such an audience at that time. From Teheran, as mutual scheduling permits, Mr. Armstrong will join the Japanese on a short, one-day visit to Kuwait, and after concluding the mission in Iran, will fly together with them to both Nairobi and Ethiopia, where Mr. Armstrong will see President Kenyatta and His Majesty, Haile Selassie. After leaving Nairobi, Mr. Armstrong will leave his Japanese guests in Cairo on the way to Vienna. While in Vienna, Mr. Armstrong will visit with Dr. Pietsch, the Mayor of Vienna and the Minister of Education and Culture. The G-II will then fly from Vienna on the 21st to England, subject to being able to refuel, and proceed on the 22nd to Jamaica for a testimonial dinner, as well as audiences with the Prime Minister and the Governor General. Mr. Armstrong will then return to Los Angeles on the 26th of January.

All of you will receive extensive notes from each session of the upcoming conference! I have asked that thorough tape-recordings be made, typed, then edited to move and flow smoothly -- everything which is essential will be given to all of you in, I hope, the next Bulletin.

Earlier, as you know, we had intended not having the annual ministerial conference in January. My father had wanted to coincide the regular ministerial conference, including the wives, at the opening and dedication of the Auditorium. However, since it has been one year since we have had all the men in, and obviously because of a few problems in some quarters of recent date, all of us at Headquarters unitedly felt it would be a very helpful thing to have all of the pastors of the churches together so that Mr. Herbert Armstrong and I could address them, so that we could once again open our Bibles and look into the entire purpose and reason for our being, our calling, and our commission; that we could have the open and brotherly communication one with the other that is so needful, and that we could prayerfully rededicate ourselves to the spiritual unity and harmony that is so desperately needed in

order to properly shepherd the flocks God has given into our charge.

We are looking forward to very enthusiastic, warm and positive meetings -- and I am sure you will be overjoyed to receive the notes and to experience the encouragement and edification you will from sharing these conferences with us.

I am especially inspired by the moves we have made toward prioritizing some of the "gray areas" of scriptural questions of recent months and years, and the wide-scale meetings of many of us at Headquarters which have already taken place, and which will continue to take place in the future, as we have opportunity to thoroughly research and study many of these doctrinal points.

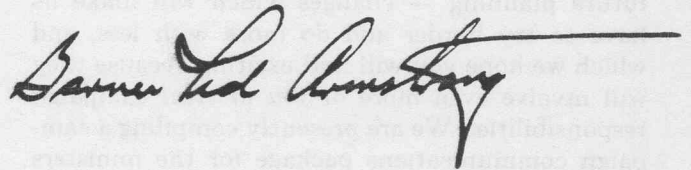
I hope to see to it, both through the Journal, which is in the works, and future editions of the Ministerial Bulletin, that thorough doctrinal-type articles will be coming your way, expounding and explaining the gist of these discussions. Let me encourage all of you that communication is a two-way street! If you feel you have certain areas of biblical understanding you would like to share with all the rest in Christ's ministry, then, by all means send it in! If you feel you have areas of misunderstanding, or certain portions of the scripture which you are unclear on, then please, through your normal procedures, let this be known! I feel some of the problems of the past have been the tendency of too many people to develop an ATTITUDE over a misunderstanding, rather than let the misunderstanding or the lack of information be known and to share it with others! Then it is too easy for some to simply convince themselves that there is "no use" in discussing something which might seem, on the surface, to be contradictory to what we have "always been taught." But this is absolutely deadly to one's own personal spiritual growth! We simply MUST sweep aside these totally imaginary barriers to communication! As for myself, my ears and eyes are WIDE OPEN to receive any papers from any of you on any subject at any time! As a matter of practical fact, one such paper which had not come to light for over two years was recently xeroxed and handed to all of those who were present in one of our Headquarters biblical discussions!

I feel it is only by this totally open forum of "give-and-take" among as many of us as possible, and closing the doors to none of the rest of us that we can clear up the attitudes which have bothered some few, and eventually clear up all the gray areas of doubt and confusion. At least, let's always keep our priorities clear! Let's understand there are no questions about the broad backbone of what the Apostle Paul calls "one faith" in Ephesians 4!

Let's understand that the Apostle Paul never knew a single thing about "Church Eras," or about "any lost century," (since it obviously became "lost" after he was dead), or about other peripheral issues which have become so vitally important to some of us!

Again, I wish to thank all of you for the very positive response to my letters in the Bulletin (and my special letter) -- and would like to leave with one scriptural thought in closing: "For we know him that hath said, Vengeance belongs unto me, I will recompense, saith the Lord. And again, The Lord shall judge his people. It is a fearful thing to fall into the hands of the living God. But call to remembrance the former days, in which, after ye were illuminated, ye endured a great fight of afflictions; Cast not away therefore your confidence, which hath great recompense of reward. For ye have need of patience, that, AFTER ye have done the will of God, ye might receive the promise. For yet a little while, and he that shall come will come, and will not tarry. Now the just shall live by faith: BUT IF ANY MAN DRAW BACK, MY SOUL SHALL HAVE NO PLEASURE IN HIM. But we are not of them who draw back into perdition; but of them that believe to the [obtaining of life (margin)]" (Heb. 10:30-39).

With love in Jesus' Name,



MARKETING — MAIL PROCESSING

Personal Appearances

ALBERT J. PORTUNE

Greetings from Personal Appearances! At this season of the year, perhaps we should have just said "hello."

This installment is only a short note, but we hope it will help you keep up to date with the fast-moving events in this area.

As you know, all divisions have been working to balance the 1974 budget. In an effort to cut back and still accomplish the task we have been assigned, we were able to recommend a 25% reduction in the Personal Appearances budget. This will produce a number of changes in our program and future planning — changes which will make us have to try harder and do more with less, and which we hope you will find exciting because they will involve even more of *you* in *vital* campaign responsibilities. We are presently compiling a campaign communications package for the ministers which will explain these changes and give you specific details of the responsibilities you will have in future campaigns in your area.

Since the last Bulletin, three more campaigns have been conducted. These cities conclude our schedule for 1973. The results are as follows:

Attendance

City	Date	1st night	2nd night	3rd night	Study
Seattle	Dec 14, 15, 16	3000	3700	3300	83
Kansas City	Dec 15, 16	1101	946	n/a	*
Pittsburgh	Dec 16, 17	1208	751	n/a	19

*A severe storm warning all but cancelled the initial Kansas City study. We hope to have more information for you next time.

The Seattle campaign produced capacity crowds for the three-lecture series. Once again, *overflow* audiences jammed the auditorium and an adjacent room on Saturday and Sunday nights. Mr. Armstrong spoke to an average of 2,500 *new* prospective members each evening. Contacting that many new people *in person* is bound to bear fruit.

In addition to the 83 new prospectives at the first follow-up Bible study, Fred Brogaard reported that he also received some 30 phone calls requesting a visit or baptism.

The Seattle campaign was taped for television in the opera house on the world famous Seattle World's Fair Grounds. This auditorium, used by

the Seattle opera and symphony companies, provided an excellent facility for the taping sessions. No doubt many of you will see this campaign aired this summer as a TV Special.

Mr. Ted Armstrong's next campaign is scheduled for St. Louis (Kiel Auditorium) on January 25, 26, 27.

In the next issue of *The Bulletin*, we plan to include a summary of *all* campaigns — Canadian, Australian and American — conducted during 1973. We think you will be surprised at the total number of campaigns and the cumulative results or fruits produced.

Mr. Herbert Armstrong, speaking to the two headquarters PM services at Pasadena, and Mr. Ted Armstrong speaking at a combined Sabbath in Chicago, *emphasized* the special importance and emphasis they feel God is placing on the campaign effort of His Church. While we "have only just begun," we think we're all going to see some very unusual breakthroughs ahead which will catapult us forward in the accomplishment of our commissions.

We know these are serious and sobering times for us all, but we shouldn't let our enthusiasm and *faith* be diminished even though there are trials.

We have meetings scheduled for this Monday with Mr. Antion and the C.A.D. staff to plan for some 20 more campaigns across the nation. We will soon be in touch with you on the results of that meeting.

Please remember us as we do you, and let's pull together in this priceless Work we've been given to do.

— Al Portune & Sherwin McMichael

MARKETING — MAIL PROCESSING

(Continued from page 26)

Keeping Updated

As well as keeping employees informed of new data, communicating effectively also deals with the occasional revision of old procedures and policies. For instance, in order to keep technical information current for the terminal operators and other specialized employees, various department manuals are updated when there is a change in a policy or procedure.

The various literature indexes are also altered when booklets or articles are added or deleted.

It is important to expedite and coordinate changes in each of the areas mentioned. The effi-

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Church Administration

DAVID L. ANTION

Sunny salutations from the Southland!

We're excited in CAD about the fine progress being made regarding many new projects. For years we have wanted to produce and distribute a Ministerial Manual to all the field ministry. Finally we are on the verge of coming out with it. As you know, we have been working on various policies, procedures and instructional materials for this manual for quite some time now, with instructions on many phases of pastoral administration and administrative procedures in CAD.

I have just gone over the written pastoral instructions on baptism and rebaptism as well as instructions on church authority, dis-fellowshipping and reinstatement procedures. Clarification of these points has been sorely needed for some time now. These pastoral instructions should be sent out within the next few weeks. Many of these instructions will be checked by Mr. Ted Armstrong before being sent. We have also ordered three-ring binders which we feel will be attractive and appropriate for the covers of our Ministerial Manual.

Most of the credit for the writing of these pastoral instructions goes to Mr. Gary Arvidson, who in conjunction with other members of the staff and in cooperation with our Regional Directors, is putting much of this material together. He captures much of the essence of the pastoral instructions also from the Pastoral Administration class and then writes it up in proper form for the Ministerial Manual.

Other Projects

We are also working on a ministerial transfer procedure that we hope will smooth out some of the confusing situations that have happened in the past. This is a major project which does take quite a bit of study. However, this package is also nearing completion.

The *Ministerial Journal* is one of the top priority items currently being worked on. We are hoping to have another meeting next week to get some concrete material ready for the journal's first edition early in 1974.

We are also working on a study looking into deacon ordinations in the Churches. We want to

analyze what is taking place and why some churches have quite a few deacons ordained — perhaps too many — and why others are struggling for enough manpower. No conclusions have been drawn at this time, but much study is needed to analyze the situation thoroughly and to look at all the factors involved. Be assured that your Regional Director will be informed of these studies and that your input will reach us through him.

Also, we hope to have pastoral instruction on the ministerial trainee program in preliminary form very soon. We feel that we should give more instruction as to what we want the trainees to understand and learn in their first year out in the field. For too long a time we have sent ministerial trainees out without guidelines to the pastor as to what the trainees should experience during the time they are in the field. Therefore, it has been left up to each pastor to decide what he feels the trainee should have in the way of experience and education.

I have recently talked with Messrs. George Geis and Al Portune, Jr. in connection with developing a program of education and instruction geared toward helping the parents in God's Church to help their young people. For some time now most of us have felt that the essential part of child rearing should not be done in the Church, but in the *home*. We feel that it is necessary and needful that parents be properly instructed for home activities and proper communication with their children. This is especially critical as the child approaches teen-age. Too many times communications in the home break down completely.

There has been an underlying assumption that the Church can step in and do for the children what the parents have failed to do. This is a faulty assumption in my estimation. The Church should educate the parents more thoroughly in dealing with their own children. At the same time we ministers in God's Church must watch that we don't overdo church activities to where we consume virtually all the spare time of our people. With the current fuel crisis it appears that the number of church activities is going to have to be reduced anyway.

There is a core of very active people in every church who are virtually involved in everything. These people are involved in every social, Spokesman Clubs, church choirs, Sabbath services, Bible studies, leadership training classes, etc. These are the activity people of the Church. Without them most church socials or picnics would be flops.

These are usually the pillar people of the Church. These are the people who make the Church outstandingly warm and make Holy Day services a success through their dedicated efforts.

We must take care of these people. We must watch that we don't over extend them in one activity after another. We must make sure that their home lives are solid and strong and that they have time enough *at home* to build strong marriages, good relations with their children, and to fortify their spiritual lives with Bible study and prayer. If we exhaust them spiritually, physically or emotionally, our local churches will have major problems.

Response Time

In order to more effectively serve you, our Headquarters staff needs your immediate responses to requests. A couple of Bulletin columns ago I requested that you obtain a post office box as soon as possible and send in the number to us.

Ministers of God, I am sad to say that we have not had as good a response as we would like. A number responded in their customarily efficient manner. However, some did not and have not yet responded to this request. Perhaps you could not get a post office box and are still waiting. This is fine, but you should let us know via a memo that such a box is not available to you immediately.

The real need is responsive communication.

When Headquarters sends out a request it should be considered *a* top priority item for that day. I don't want to say **THE** top priority, because I understand that there are times in the local church areas when emergencies do arise, and you as the minister must make decisions on the priorities and responsibilities that lie before you each day.

Therefore, when you are not able, because of emergency problems in your local church area, to attend to Headquarters requests, it is mandatory that you do at least send a short note explaining there will be a delay in your response so we will know that your information will be forthcoming as soon as possible.

We need this kind of efficiency. We must have it in order to function properly and to have effective communications over the many miles of distance between us.

I realize, and so does our staff here, that there have been many times when we did not respond as quickly to your requests as we would like to. Naturally, there are reasons why we haven't responded as quickly as we should have. Just like you, other things come up which change our priorities. However, it has been our fault that we didn't at least notify you that we couldn't fulfill your request at that time.

I have notified our staff that when one of your requests cannot be filled in a reasonable amount

of time, they are to notify you so that you will receive some communication from us. Too many times a request from one of our ministers in the field has gone unattended — not because it was not given attention or priority, but because other more urgent matters overshadowed it. Of course, this is understandable. But what all of us want to do is at least *communicate* — even if only with a handwritten note of three or four lines — that we were unable to get to that particular item.

We will endeavor to do a better job from here on, just as we are expecting a better job on your part.

Need for Prayers

Along with Mrs. Charles Hunting, prayer is urgently needed for Mrs. James Young. She has taken a turn for the worse and has been anointed again recently. The trouble seems to center around low blood sugar and some digestive problems. I'm sure Mr. and Mrs. Jim Young will much appreciate your prayers for their deliverance from this severe trial.

Also, let's not forget Mrs. Charles Hunting in England who has been struggling with what was reported as a collapsed lung. She urgently needs our prayers as does Mr. Hunting.

Let's not forget to respond quickly — as quickly as possible — to requests from Headquarters. We need to keep our administrative lines of communication open and as efficient as possible. We are working on many administrative procedures in an attempt to increase our efficiency and to back you up in order to help you do a better job for God's children. Help us to help you.

— David L. Antion

CAD BABY NEWS

Bruce and Lockietta Anderson (Columbus, Ohio): Greetings from Columbus! Lockietta and I would like to announce (five weeks late) the arrival of our first boy and second child, *Bruce Ryan*. He was born at 12:07 a.m. (after arriving at the hospital at 12:00 p.m.) and weighed 8 pounds, 12½ ounces. He was a month *overdue*, and Lockietta says he didn't pay his rent. She's doing fine and he's as good as gold — would you believe better.

Bruce and Aimee Vance (Detroit, Michigan): Just a note to announce the birth of our new daughter. God has blessed us with a second child — a girl, *Rebecca Ann*. Aimee had a perfect birth. Rebecca was born 11:40 p.m. Monday, December 3. Aimee and the baby are fine and daddy is delighted. □

Financial Affairs

FRANK BROWN

I have just had a meeting with Mr. Ted Armstrong and can now tell you that we finally have an approved budget for 1974! As you know, we had a tough job facing us after the first go 'round and had to meet with the division heads a second time in order to bring our overrun down to manageable proportions.

The basic budget will be somewhat deficit but not beyond normal expectations. It behooves each one of us, especially those who are in the position of spending money, to look at 1974 as a very tight year indeed. As you all know, the bulk of our expenditures come in the first six months of the year, while the bulk of our income comes in the second six months. This phenomenon tends to give us cash-flow problems for the first quarter of every calendar year. Delaying expenditures (where possible) until at least late in the second and third quarters, can help dramatically in alleviating this problem. Generally speaking, if we can weather the first three Holy Days, the rest of the year becomes a relatively easy exercise.

Overall, the 1974 budget is a no-growth plan, except in areas that are either income- or member-producing. Most of the service and support areas have been pared to the bone despite increased operating costs.

Some of the operations and activities cutbacks will last only one year, hopefully to be restored in 1975. Academic activities have taken a large slice of the reductions, as have the international areas. I will have to say, though, that no matter how hard it has been for us personally in the Business Office, we have received complete cooperation from all divisions and departments. We are certainly most grateful to all of you who are division and department heads for the fine spirit you have shown under sometimes difficult and trying circumstances.

Some of the cutbacks we must initiate in 1974 are going to be somewhat painful, especially in this period of runaway inflation. It was necessary, for instance, to cut out all merit increases and bonuses for all employees, but retaining, hopefully, a wage-scale adjustment in July. Travel and professional development have been heavily curtailed, as has the number, quantity and class of mailings. In this area alone we have sustained a 22% increase in postal rates. Various other cuts of

an operational nature will also have to be made and will be implemented by the division heads. We have tried to minimize reductions in such areas as Personal Appearances, Media and Church Administration.

An item of good news amid the gloom is that **Mr. Ted Armstrong has approved a revision to the current employee vacation policy and agreed that an extra week's paid vacation will be given to employees who have been with us for five years or more. For fifteen-year veterans, it will be two extra weeks, again with pay. Details will be forthcoming from the Personnel Department in a week or two.**

As I mentioned in my previous column in the Bulletin, the time has never been better for this Work to really take hold! Many of the programs that were initiated in the last quarter of 1973, such as the broadened circulation and new format of the *Good News*, increased Personal Appearances, and more timely and topical TV, need a certain period in which to bear fruit. Hopefully, the first half of 1974 will give us enough experience and return in order to better plan the second half. We in the Business Office are looking forward to a good year for the Work in 1974. We hope you all feel the same!

Now a few comments concerning other areas of the Finance Division.

Communications

In Communications, a study to determine better usage of the wide Area Telephone Service (WATS) is actively under way. Although the Pasadena campus has had Wide Area Telephone Service since October of 1972, it has been basically utilized by CAD and Marketing. With our phone bill for outbound long-distance calls now running \$7,500 to \$8,000 *monthly*, Fred Gilreath is trying to determine whether campus-wide utilization of WATS can save the Work money without sacrificing the service we now enjoy.

As you may know, WATS provides special long-distance rates through two types of service — measured and full-time — with all calls being placed through the switchboard. It is the “measured” service that the College has currently, and this allows us to make brief long-distance calls and to pay just for the time the telephone is in use, rather than being charged the flat three-minute rate. This seems like a bargain, and it is, so long as each call is *extremely* brief. The pinch is that should a “measured” WATS call run three minutes, it would cost more than a direct-dial call. “Measured” service *can* save the Work money

only if *all* such calls are about two minutes or less and if there is sufficient volume of calls to cover the minimum usage cost that is imposed monthly for the service.

Mr. Gilreath is also studying the possibility of combining "measured" service with "full-time" service. One "full-time" WATS line would cost the College about \$2,000 monthly, but would permit unlimited use 24 hours a day all month. There are a few problems, however, which the study is looking into and hopefully resolving. It is anticipated that the study will be completed by the end of January.

Legal

From the Legal Department comes word that Selective Service cases and related problems have dropped sharply since the Draft ended. But, new problems have loomed to take the place of the old.

Our attorney for the Work, Ralph Helge, tells me that church members are being discharged from their employment, reduced in rank or salary, denied promotion, or otherwise being discriminated against in their employment because of their religious convictions.

However, in light of new federal legislation extending certain individual rights, the Legal Department has established a comprehensive system of counselling God's people so that they can be assured of whatever recourse is available to them.

Another problem that is becoming more prevalent is discrimination against members' children because of the Holy Days. The children are sometimes given zeros in their classes, unexcused absences and refused makeup work. In some cases, the parents have been threatened with criminal prosecution.

In problems of this nature, the Legal Department writes the officials involved and explains some of the constitutional rights. In the State of Pennsylvania, their action was instrumental in the state's enacting new school regulations.

Mr. Helge is working with CAD on these problems, so should any of you run into difficulties in this area, please advise him through your regional director or CAD. It doesn't take too many cases of this nature for a skilled attorney to develop expertise and become very helpful, even in circumstances that might, on the surface, appear hopeless.

Even though the Legal Department is having to deal increasingly with problems related to civil rights rather than military service, we should take note that the volunteer armies — the alternative

to the Draft — do not seem to be working out. There is already talk in high governmental circles of the possible need to reinstitute compulsory service. As a consequence, the Legal Department is keeping all its Draft counselling processes in readiness and is continuing to dispense certain information regarding one's military obligation since the federal government still requires registration and classification of those of military age.

A new responsibility has recently been transferred to the Legal Department — that of overseeing the handling of immigration matters. The routine processing of paper work, however, will be done on campus with Mrs. Mary Leskey of the Registrar's Office doing the paper work for the alien students, and Mr. George Warner, Personnel Manager, processing all papers for alien employees.

Promotions

As some of you may already know, Tim Hazelip and Ted Ralph have joined the Purchasing Department as resident buyer and assistant in the Press, and are now responsible for procuring the paper and graphic art supplies needed to satisfy the vast appetites of the AC presses.

Tim was drafted to his new position from the Office Services area where he was in charge of overseeing the operations of Central Stores, Campus Mail, Office Equipment Pool and Duplicating. His background includes experience in purchasing Press commodities, working for Purchasing as a buyer and working for Financial Affairs as assistant to the Contracts Officer. He has attended the National Association of Educational Buyers seminars and the Mead Paper School, and also has nine years' experience in letterpress printing, which he acquired prior to coming to the college in 1969.

Assistant Buyer Ted Ralph has worked in the Press operations at Big Sandy and Pasadena since he enrolled at Ambassador College in 1965. He worked first in the bindery operations at both campuses, was assigned the responsibilities of warehouse foreman at Pasadena in 1970, and two years later began the purchasing of press commodities. He is a 1969 Big Sandy graduate and has also received training at the Mead Paper School.

— Frank Brown

Publishing

C. WAYNE COLE

I have just returned from a very profitable trip to England and Germany. As you probably know, England is imposing a three-day industrial work week as a move to conserve energy. From all appearances and initial understanding, it seemed this restriction would affect the Ambassador College Press at St. Albans. It further appeared from early government reports that the St. Albans region would be assigned Thursday, Friday and Saturday as the three-day period. Such restrictions would obviously have serious consequences in the production capacity of the press. At the same time, we have been hearing rumblings locally that commercial and industrial activities in the Los Angeles area may be asked to cut back on the consumption of electricity by 10-20 percent.

Based on the problems these apparent restrictions would create, I felt it necessary to make a trip to England in order to discuss the entire matter and investigate alternative publishing possibilities. Mr. Les McCullough, Director of the International Division, was already in England and naturally he was vital to any discussion.

We have now been informed, however, that Ambassador College Press in England is not affected by the three-day restriction due to its classification as a charitable activity. For the present, at least, this lifted the burden that seemed certain to hinder the production of our magazines and other literature.

Also, we are very pleased to report that Ambassador College in Pasadena is being cited as an example by the local city officials as a major consumer of electricity which voluntarily made cuts in power consumption equal to or even greater than any required cuts that may be imposed. So, at least at the present time we do not anticipate any restrictions affecting our capacity to produce the printed material necessary to meet the current levels of circulation.

Roger Lippross made the trip to England with me. Roger spent several years working in the Ambassador College Press at St. Albans, England. Before being employed there he had gained many years experience in the printing industry. Roger is now working for me in Pasadena, filling the role of International Publications Coordinator. This vital responsibility helps us to avoid many problems and delays in the coordination of production

between our printing plant at Pasadena and the press in England.

I took Roger with me to assist in preparing notes and conducting studies of alternatives to our present magazine and booklet production. To meet necessary budget controls, we are endeavoring to look at any alternative which would enable us to continue circulation of our printed material as widely as possible around the world, and yet do so as economically as possible.

Let me give you a "for instance" to illustrate this point. Is it possible or feasible to design *The PLAIN TRUTH* as a basic 24-page magazine, and then with additional half-signatures or signatures make up any size magazine required for circulation in any specific region of the world? This would enable us to cut costs — perhaps quite extensively — depending on how broadly this principle was applied. This and other types of alternatives were discussed on this recent trip. I'm sure you all realize that any and all *decisions* affecting the size and format of *The PLAIN TRUTH* would be made by Mr. Garner Ted Armstrong or Mr. Herbert W. Armstrong.

Now, we said in the previous issue of *The Bulletin* that we would take you "inside" the departments that comprise the Publishing Division. In this issue I want to discuss the vitally important News Center (formerly News Bureau). The News Center affects not only Publishing, but many other areas of the Work.

Three teletype machines (UPI, AP, REUTERS) are ticking off the news non-stop. Analyzing the news received from the teletypes plus other daily, weekly and monthly national and international news sources makes the News Center one of the Work's liveliest departments. The Center's facilities are located on the third floor of the Hall of Administration on the Pasadena Campus. Just down the hall are *The PLAIN TRUTH* Editorial Department and Editorial Graphics — two departments with which the News Center cooperates in a *very* close relationship.

Like most departments in the Work, the News Center has grown from humble beginnings. Founded in September 1958, at the express wish of Mr. Garner Ted Armstrong, the Center was at first called the "News Gathering Department." Later the name was changed to "News Bureau" and just recently the name was updated once again to "News Center," thus reflecting its more expanded and important functions. Its primary purpose during those early years was to funnel to Mr. Armstrong news clippings of prophetic significance for use on *The World Tomorrow* radio

broadcast. A few months after its inception, Mr. Gene H. Hogberg, now Director of the News Center, became involved with the fledgling department. From that small beginning, the staff has grown to ten today — still not very large, but with a good number of man-years of experience in the news analysis field.

Assisting Mr. Hogberg (who is also an Associate Editor of *The PLAIN TRUTH*), are two Research Analysts (Don Schroeder and Keith Stump), a News Report Editor (Paul Knedel), and a News Processing Manager (Rod Repp), who supervises the News Readers (Jeff Calkins, Werner Jebens and Marc Stahl.) A Secretary (Barbara Nestor) and a Library Assistant (Cindy Carter) are the two distaff department employees. Mr. Schroeder's tenure in the News Center, incidentally, also goes back to the early months of 1958.

The News Center performs three main functions: 1) supplying information and research for television and radio use; 2) providing information for the editors and staff writers of *The PLAIN TRUTH*; 3) preparation of a limited-edition News Report which is circulated to executives and ministers of the Church worldwide.

To perform the above functions well, the News Center necessarily must have access to a wide variety of news sources. As mentioned earlier, the Center subscribes to the three major English-language wire services: Associated Press (AP), United Press International (UPI), and Reuters. British based Reuters, the world's first international news service, gives the News Center an essential international viewpoint. About three-fourths of its news content is non-American in origin. All three wire services have their strengths and weaknesses and all three are essential to complete information on important news events and trends.

In addition to the wire services, the News Center subscribes to eight leading American newspapers — *The New York Times*, *Los Angeles Times*, *Christian Science Monitor*, *Wall Street Journal*, *Journal of Commerce*, *National Observer*, *San Diego Union*, and *San Francisco Chronicle*.

Through experience, News Center men have found other U. S. newspapers, though interesting, to be generally superfluous. The reason is this: Aside from the *New York Times*, *L.A. Times* and the *Monitor*, very few U. S. dailies maintain a foreign correspondent staff of any consequence.

Since the News Center receives the primary news sources in their original form, it is not necessary to subscribe to a larger number of American daily news sources.

In addition to the regular news sources, scores of

magazines (*Time*, *Newsweek*, *U. S. News*, *Business Week*, *Fortune*, *the Economist*, the German magazines *Der Spiegel* and *Stern*, and many more) as well as scores of journals, newsletters, government reports, bank and financial news sheets and other various and sundry publications are read on a regular basis.

Clippings from newspapers and magazines are sent to the Pasadena News Center at regular intervals from our international offices, significantly expanding the Center's worldwide coverage. The branch News Center on the Bricket Wood Campus is especially valuable in this regard, with weekly packets of information representing the cream of the British press, especially material from the *Times* of London, the *Telegraph*, the *Guardian*, and the *Financial Times* — news sources incidentally, which far exceed the value of the average parochial American newspaper. Completing the news roundup, *PLAIN TRUTH* correspondents, Dexter Faulkner (Washington) and Ray Kosanke (Brussels) provide important information, as does the small news staff in the Pasadena-based French Department.

What happens to this flood of information once it reaches the News Center's busy editors? First the major articles of significance are culled out, clipped, marked, pasted up on 8½ x 11 sheets and dispatched the same day to the Center's files. In addition, duplicated copies of a select number of the top magazines and newspapers are filed intact for future emergency reference.

The key in the news processing procedure is *immediate processing*. No material is left hanging "in limbo" out of reach to researchers, who often require information on split-second notice.

The News Center's extensive file — over 80 drawers, containing thousands of information packets — covers every conceivable subject from Alcoholism to Zambia. These files are readily accessible for use by the television research team and the Plain Truth writing staff. The News Center also maintains a small library of research volumes, almanacs and encyclopedias, as well as current books on international affairs and subjects in the social sciences.

In addition to reading written material, staff members frequently attend meetings of importance in Southern California and out of state when necessary. A department bulletin board keeps the newsmen apprised of upcoming events.

As you can see, the News Center helps us all watch what is going on in the world in this exciting period of living history.

— Wayne Cole

Academic

MICHAEL P. GERMANO
RONALD L. DART

PASADENA

Greetings again. Foremost in the minds of the faculty and administrative staff these past few days has been the budget. During 1973 the campus absorbed a 35 percent budgetary reduction. For 1974 we have been asked to reduce an additional 24 percent. As a result, academic operations, exclusive of some special projects such as the "Big Dig," will be less than half of what they were a year ago.

For the most part we have attempted to make reductions in areas *other than regular instruction*. Some of the changes being undertaken include: suspending the *Portfolio* for one calendar year, discontinuing the "faculty" dining program, requiring only two years of physical education with a plan to implement a totally voluntary program later, limiting use of clerical pools, foregoing capital expenditures, placing Student Center departments (including the cafeteria) on a self-supporting basis, eliminating merit increases, placing all teaching faculty on 41-week contracts commencing with the fall term, eliminating all but essential travel, and discontinuing summer foreign language programs.

By careful reexamination of programming, the latest reductions have not seriously altered the instruction program of the college. Therefore, the campus has not lessened the intensity of its efforts in seeking initial regional accreditation or recognized candidacy. While budgetary cutbacks do not make the job easier, the staff has attempted to maximize the productivity of funding.

Our academic Program Planning and Budgeting System (PPBS), has been indispensable in helping us achieve the latest reductions while strengthening the instruction program. The PPBS was initiated last year. It involves a marriage between the MSA software, now operational in the accounting area, and the use of the Program Classification structure (PCS) developed by the National Center for Higher Education Management Systems. The college has been a participant in the center for about two years.

Use of the PCS permitted us to develop a budgetary system reflecting the concepts of performance or program budgeting. It was developed by

the center to provide a consistent means of identifying and organizing activities of higher education in a program-oriented manner.

The PCS refers to campus programs in two major categories, primary programs and support programs. The primary programs (instruction, organized research, and public service) contain the activities directly related to the accomplishment of the primary missions of the college. The support programs (academic support, student service, institutional support and independent operations) contain those activities that are necessary or vital for the successful operation of the primary programs.

Through the use of program budgeting we were able to make "vertical" rather than "horizontal" revisions in campus operations. The vertical approach to program change allowed us to review activities on the basis of specific objectives to be accomplished and the financial impact of altering those objectives. In a vertical approach, entire programs, activities, or projects can be altered, strengthened, or eliminated within the framework of institutional objectives. In a horizontal approach all programs tend to take a reduction or an increase. We also avoided the latter because at a time of budget reduction the horizontal approach tends to impoverish essential activities as well as those that are not so critical.

With the next issue I hope we can begin to familiarize you with the work of the various academic departments in Pasadena.

— Michael P. Germano

BIG SANDY

Greetings to all the readers of *The Bulletin!*

I thought you would find it interesting to learn the whys and wherefores of the accreditation we are now working toward for Ambassador College in Big Sandy. Therefore, I asked our Dean of Faculty, Dr. Donald Deakins, to present the details in our section of *The Bulletin*.

— Ronald L. Dart

STEPS TO ACCREDITATION

Many have asked, "Why is Ambassador College at Big Sandy seeking accreditation?" The answer to this question is simple. Accreditation now seems essential to the fulfilling of the goals and purposes of Ambassador College. This was not so at the beginning when Ambassador College was founded in 1947 at Pasadena. The College Bulletin (1952-53) stated, "The purpose is to provide a

school in the field of higher education for training a God-called ministry for the Church of God according to the highest spiritual, intellectual and cultural standards of advanced scholarship for the preaching and publishing of the very gospel of Jesus, taught as a witness to all nations; and to provide pastors for the local Churches of God."

In May of 1960, rejoicing in the success of the Pasadena campus, Mr. Armstrong wrote, "Certainly there has never been a college like it on earth in our time — although now we are creating one like it, of the same cultural tone and character, in England, and planning another, later for Texas."

Two and one-half years later, physical plant facilities in Pasadena were being outgrown. The need for a third Ambassador College campus was evident as Mr. Armstrong wrote in his co-worker letter of December 17, 1962: "This past summer and fall we were unable to accept but one out of four students who applied for admission. Three out of every four had to be told we had no room. We can't stop the GROWTH of the great WORK OF GOD. We feel we ought not take over 550 students on the Pasadena campus, and already we have almost that many. Therefore, a new and third college has become a necessity. Yet we are able to accept only about 65 students at the new Texas campus this first year."

The Ambassador College campus at Big Sandy officially opened its doors on September 1, 1964. In the orientation assembly, Mr. Garner Ted Armstrong encouraged every student to accept the opportunity to help pioneer a new college. He stressed that Ambassador College at Big Sandy is not a "branch" college, but a full-fledged liberal arts college. Mr. Herbert Armstrong explained that Ambassador College is accomplishing what most other colleges almost entirely neglect — the building of character.

In the next eight years a total of 390 students fulfilled the requirements of Bachelor of Arts degree and were graduated. By August 1, 1972, 284 (73%) of the 390 Ambassador graduates of the Big Sandy campus were either employed or were wives of employees of Ambassador College or the Worldwide Church of God. Seventy-eight of the 243 male graduates or 23 percent became ordained ministers of ministerial assistants. *Certainly*, Ambassador College, Big Sandy, has been *fulfilling its purpose*.

A preliminary study of 1973 Big Sandy graduates indicates that 54 percent became employees or wives of employees of the WORK. However, only 18 out of 45 or 40 percent of the men graduates were hired by Ambassador College or the World-

wide Church of God. Many more were qualified, but financial considerations limited the number of Ambassador College graduates the WORK could hire. Thus, more of our graduates than ever before were seeking employment elsewhere.

Many Ambassador College graduates discovered that an accredited college degree is almost a *must* if they are to obtain higher professional degrees in other colleges or universities.

Another need for the Ambassador College at Big Sandy to become accredited became apparent in January of 1973, when Mr. Garner Ted Armstrong expressed the desire to give all qualified teen-agers in God's Church a two-year Ambassador College training program in an environment which is conducive to the development of Christian character. In having to select so narrowly for college in the past, we missed a lot of very talented people who very much desired to obtain an Ambassador education.

It is Mr. Armstrong's hope that many of the two-year graduates will return to the local church areas to seek employment in the community and become pillars in the Church. By teaching them the truth of God, we will be training them to be useful members of society and a light to this world. The two-year program will make the Ambassador College experience available to more young people. It will also aid them in deciding what future careers they are best suited for, without committing themselves to a full four-year program.

Although Ambassador College at Big Sandy will continue to be a four-year school, the number of students entering the junior and senior years will be small in comparison with the number entering their freshman year. This means that many will graduate at the end of two years with an Associate of Arts degree. This degree needs to be an accredited degree so it will be accepted by other colleges and universities, as well as prospective employers.

If the above goals are to be fulfilled, we must expand our student body. However, we realize that students do not normally come to Ambassador College for technical training. They come to Ambassador College to learn God's way of life. This we are qualified to teach them. They will continue to build character on the same biblical foundations that we have always taught. But we also realize that our young people must be equipped with the academic knowledge and the mental skills necessary for success in this world's society. An accredited program, properly recognized by the world, will help us fulfill this goal! Ambassador graduates can be living examples of

the success that comes from learning to follow the way of life that produces fruits of happiness, both physically and spiritually.

Accreditation will help in other ways as well. Being accredited will make possible veteran's benefits to a number of our students. It also makes us eligible for various kinds of educational loans and grants — should we decide to apply for them. In addition, we will be able to receive academic discounts for some of the equipment we use at the college, such as IBM equipment, etc.

Many of us on the faculty at Big Sandy have been pleased to learn the standards required of us by the Southern Association are in no way harmful to us. These standards of accreditation represent no more than what Ambassador College should be. Even if we are accredited by the Southern Association, we ought to fulfill all of their standards to ensure we are providing the best education possible for our students.

What, then, is accreditation?

The Southern Association of Colleges and Schools of Atlanta, Georgia defines accreditation as, "Recognition accorded to an institution which meets criteria or standards of achievement established by a competent agency or association for educational activities. More succinctly, accreditation is the recognition of the intellectual or academic integrity of educational institutions."

Accreditation is a judgment and a service performed by the Regional Accrediting Association which certifies that a college has met certain established minimum standards of academic excellence. In the southern area this responsibility is fulfilled by the Southern Association of Colleges.

The Accrediting Procedure

The United States Department of Health, Education and Welfare states that the accrediting procedure usually follows a pattern of five basic steps:

A. The accrediting agency, in collaboration with educational institutions, establishes standards.

B. The institution or program desiring accreditation prepares a self-evaluation study that measures its performance against the standards established by the accrediting agency.

C. A team of men selected by the accrediting agency visits the institution or program to determine firsthand if the applicant meets these established standards.

D. Upon being satisfied through the informa-

tion obtained through the self-evaluation and the site visit that the applicant meets the standard, the accrediting agency lists the institution or program in an official publication with other similarly accredited institutions or programs.

E. The accrediting agency periodically re-evaluates the institutions or programs that it lists to ascertain that its standards are continuing to be met.

For the purpose of accreditation, it is the duty of the board and the administration to decide what we want to do, where we want to go, how to get there and why we want the accreditation.

One of our first steps toward accreditation will be to clearly define our purposes and objectives.

The Southern Association will evaluate our integrity in terms of our stated purpose, and also in terms of our conscientious endeavor to fulfill this purpose.

The Southern Association requires that each institution seeking accreditation be autonomous. For that reason, our control board granted the Big Sandy campus permission to be separately incorporated from the Pasadena campus.

Separate incorporation requires only minor legal paperwork. This Certificate of Incorporation is obtained from the office of the Secretary of the State of Texas.

The Functions of Accreditation

The United States Department of Health, Education and Welfare lists the following as functions of accreditation:

A. Certifying that an institution has met established standards.

B. Assisting prospective students in identifying acceptable institutions.

C. Assisting institutions in determining the acceptability of transfer credits.

D. Helping to identify institutions and programs for the investment of public and private funds.

E. Protecting an institution against harmful internal and external pressures.

F. Creating goals for self-improvement of weaker programs, and stimulating a general raising of standards among educational institutions.

G. Involving faculty and staff comprehensively in institutional evaluation and planning.

H. Establishing a criterion for professional certification, licensure and for upgrading courses offering such preparation.

I. Providing one basis for determining eligibility for Federal assistance.

As part of the accreditation procedure, in the near future we need to prepare:

A. A ten-year projected master plan for developing classrooms, laboratories, faculty and administrative offices and service facilities. Nothing should be promised in the master plan which we will be unable to bring to pass. They will judge us on the basis of how well we live up to our promises, and how well we meet the needs of our constituency.

B. A well thought out faculty manual.

C. A long-range library plan. Our library must have adequate source material for each of the major courses offered. The Southern Association will examine the books in the library to see if we have "junk" or usable reference and subject texts.

D. An independent catalog. Our catalog will be carefully reviewed. We must be *honest*. The visiting committee will look over the catalog in very great detail.

E. Administrative structure charts.

F. Financial plan. They want to know where our finances come from and how much of an endowment we have. Student expenditures must meet requirements noted in the Southern Association standards.

G. A teacher qualification plan. For the two-year program, teachers must have at least a Master's degree.

H. A counseling program with qualified counselors.

I. Student government opportunities. The Southern Association will question our student involvement. The Association wants the students to become involved to learn leadership. Participating in student government is considered to be part of learning maturity. Those involved in student government procedures will be expected by the Southern Association to carry back what they have learned to clubs, classes and to other students.

J. A personnel department. We must have a personnel department for vocational guidance and counseling.

K. An active alumni association. Follow-up studies of our alumni will be required.

L. Self-study. After opening up correspondent status, Ambassador College will begin a self-study. In this study we will analyze how well we are meeting the standards of the College Delegate Assembly.

— Donald E. Deakins

MARKETING — MAIL PROCESSING

(Continued from page 32)

ciency of the entire department is affected by how quickly and accurately this is done. When all these functions are taken into consideration, we can see how important good communication is to a viable organization. It is virtually the life's blood of our Work.

—Bill Butler

DATA PROCESSING CENTER

SYSTEMS SERVICES

For some, computers are "mysterious black boxes" that are subject to blame and ridicule whenever things go wrong. We've all heard of or had personal experiences with problems in computerized billing systems from banks, record clubs, special charge accounts, etc. When you write in to get the problem solved, you'll probably receive a continuous stream of form letters or somebody will generally blame the computer for your problem. Unfortunately, in most cases, the computer is not to blame but rather the people who designed the billing system, programmed it, or operated it on the computer.

The computer, generally speaking, is like a robot, having certain basic limited capabilities. It must be told how to perform a task down to a very detailed level. For instance, if you had to tell someone every little movement he would need to go through to take off his coat (rather than just "take off your coat") you would have a reasonable feel of what it would be like to tell a computer how to perform a particular task. Technically, we call this function "programming." Even though computers very infrequently make mistakes, in most cases problems in computerized systems can be traced to the human beings who make them work.

In general, a "system" is "a way of doing work." Everyone performing a responsibility, whether gardener, custodian, accountant, press operator, or manager, has a particular "system" or "modus operandi" for performing the various aspects of his job. Many parts of our jobs are repetitive in nature; others are continually changing and require human evaluation and decision-making. If time can be saved by allowing the repetitive parts of our jobs to be handled in some "automatic" way, we will have more time for the creative. One way of accomplishing this in management is through the establishment of policy.

Policy allows an executive to make a decision

(Continued on page 45)

Media

NORMAN A. SMITH

Here's some good news about our TV program ratings. KERO in Bakersfield reports that the ARB rating shows them having 14,000 homes listening to Garner Ted on Sunday evening at 5:30, and only 4,000 homes on each of the other two stations. We got a "6" rating. We are competing against a movie (long established in that market) and a local interview show on the other facility (submitted by John Amos).

KTBC-TV at 11:00 a.m. Sunday in Austin, Texas was our top rated station according to a rating system devised by our marketing division. Their cost per response for November was \$2.16, excluding production costs. Last year's rating book showed we had 52% of the Austin audience at this hour, and I would suspect we have even more of the audience by now.

Budget for 1974

Our revised budget submitted after requested reductions shows a 23% reduction in funds available for production of the television program from the previously submitted operating budget. Even after this extensive cutback in funds for producing the program, we are still going to have to reduce the present level of TV air time by 14% to meet the requested '74 budget figures. This will require austerity and frugality on the part of the production crew and no doubt will hinder the program and its effectiveness to reach new people, establish ratings, and maintain its reputation in the eyes of TV station managers.

We'll "hang in there" and do the best we can hoping that the new approach of more current programming and the intensity with which Mr. Ted Armstrong is able to devote himself to current subjects will continue to maintain and build an audience for the television program.

Campaign Specials

The Evangelistic campaigns in Seattle were successfully recorded on videotape and we will be producing two campaign Specials from this series. We are only producing two, due to a reduction of funds available for airing the Specials this year. Last year's response shows there was no significant cumulative effect of three programs over two. We'll pick the two best and be able to reach a few

more markets than we would if we placed three in each market.

We had planned to record the campaign in St. Louis, thinking we might get a better program or perhaps a third program there. But due to lack of funds we have cancelled taping of the St. Louis campaign.

Last year our plan was to use the Specials in cities where we had not been on television in order that more members could see Mr. Ted Armstrong on TV and become more familiar with the impact of the campaign sermons. This year we will be using the campaign Specials first on all of the stations where we have been on throughout the year in order to "reap a harvest" and "bring along" those who have been watching Ted for several weeks or months.

Patience Requested

Even though it may not seem so to some of you in areas where radio or TV coverage is lacking, we are aware of these gaps and certainly would like to fill them. Just as we must do, we are asking you to "hang in there" and keep enthusiastic about what is being accomplished, looking forward to the time when we can increase coverage in your area. We appreciate your patience and trust it will continue. Even though it hurts us not to be able to fulfill your requests, please continue to inform us of specific needs as this will help us in future planning.

— Norman A. Smith

International Division

LESLIE L. McCULLOUGH

Having just returned from a two-week trip to Bricket Wood and Germany, please accept the warmest greetings and regards from all of our "foreigners" in the International Division.

The primary reason for this brief trip revolved around some rather sharp budgetary adjustments required for 1974. I had the opportunity for numerous hours of discussion with Mr. Hunting. Since any adjustments in foreign language editions of *The PLAIN TRUTH* impacts Mr. Hunting's budget, it was necessary we discuss our mutual problems. We both hate to see the cutbacks, but with our mutual cooperation these adjustments will have as little adverse impact as possible.

I'm sure many of you are somewhat aware of the very serious economic problem in England. Due to the energy crunch in Great Britain the government has called for a three-day work week for all industry. The week is scheduled on a Monday-Wednesday or a Thursday-Saturday basis. While I was there it was learned that the St. Albans area, which is where our presses are, drew the Thursday-Saturday work week. It appeared that we would have at best only a two-day week; and in the wintertime when the sun sets earlier, only a day-and-a-half working week. But while we were in Germany it was learned that our status as a charitable organization made us exempt from these laws. I'm quite sure all the press employees were very happy to realize they would continue to work and draw pay for five days.

If the three-day work week continues for any period of time, it is hard to see how the economy of Great Britain can continue to function. Even now it's very difficult for the average man to just exist, and if his pay were reduced further, I can't imagine how they could continue to put food on their tables.

Mr. Wayne Cole was in Great Britain to join in the discussions concerning the Press. Mr. Cole, Mr. Hunting and I are working on possible future suggestions which might effect a cost savings for the magazines being sent to many of the undeveloped areas of the world. It is still too early to discuss those ideas, but as they come to fruition we'll attempt to keep you informed.

We spent the latter portion of the trip in Germany since the *Klar und Wahr* magazine will be affected by some of the adjustments we're making. We had the opportunity, which for me was the first time, to tour the office in Bonn. It was an extremely interesting, and I feel profitable, three days with Mr. Schnee.

These fellows in the overseas offices are a tremendous group to work with. Upon hearing the need to reduce the total circulation of the magazine, Mr. Schnee enthusiastically assured me it was the best thing that ever could have happened for the German Work. I sincerely hope that is true, and if the hard work and dedication of the people involved has anything to do with it — which it does — I'm sure that is exactly the way it will turn out.

It was a different opportunity for me to speak to the Church in Düsseldorf. Only about 20-30 percent of the people in the congregation understand English. So while I was speaking in English, one of our very competent translators was translating into German for the rest of the audience. Our reception there was very warm, and of course as it is everywhere on the earth, God's people were

most interested in what is taking place in the Work around the world.

I guess that covers the things of immediate interest for now. We'll attempt to keep you up-to-date on future happenings in the Work internationally as they occur. Please continue to remember the Work overseas. They deeply appreciate your prayers.

— Leslie L. McCullough

Bricket Wood

CHARLES F. HUNTING

We received 41,000 letters and response cards during the month of November from Britain and Europe — the highest recorded number from this section in any one month! Among these were 13,000 renewals and over 10,000 *new subscriptions* from newsstands. The offer of *The U. S. and B.C. in Prophecy* via an insert card in the October PLAIN TRUTH pulled in 8,700 requests during the month, bringing the total to over 15,000.

But while mail is good, the income is still showing no increase. We have not yet been able to mail out *The GOOD NEWS* to the wider readership, but we anticipate that when regular issues begin going out this will produce an increase in the mail income. *The GOOD NEWS* will also be going out at the optimum time — it's at this point in the year that we begin receiving an increased number of regular letters as more people have time to read during the winter months.

The first week of December got off to a good start with 8,601 letters from Britain and Europe, including 4,280 new subscribers! We also received almost a thousand donation letters for the week.

Since the Feast of Tabernacles, it has been interesting and very encouraging to see an upward swing in the number of visit requests from those on our co-worker files. The contents of the letters indicate a good quality of prospective members.

One young married woman, age 17, started receiving our literature in August. She read our booklet on tithing and immediately wanted to start obeying this law of God. She was trying to convince her husband he should tithe as well, and asked us how to go about convincing him.

We wrote explaining her position in regard to her husband, and how it would be unwise for her to try to force her husband to tithe if he didn't want to. Her husband read the letter. He now tithes, and they have asked for a visit!

— Charles F. Hunting

MARKETING — DATA PROCESSING

(Continued from page 42)

once so that subordinates can then apply that policy without having to bother him with the same decision again and again. Similarly, many years ago Mrs. Herbert Armstrong had to copy out by hand all the subscribers' names and addresses from a master list to mail out the PLAIN TRUTH.

Today, we have a file maintenance system that allows simple, efficient maintenance of a three million name mailing list with "automatic" printout at mailing time. Obviously, a considerably large staff is required to maintain the list (which has grown more than 10,000 fold since Mrs. Armstrong kept it with pen and ink) on the "automatic" system today, but nothing compared to some type of manual system without the benefit of automation.

The Systems Services group in Data Processing is responsible for the development and maintenance of all computerized systems that are installed on our System 370 computer.

One point that is important to stress is that systems are not static. In this organization systems are extremely dynamic because things are always changing. Every system or subsystem we put on the air requires a permanent investment in manpower to maintain that system as long as it's running on the machine. Approximately 60 percent of our systems services manpower is dedicated to maintaining existing systems. Only about 40 percent of our staff is available for new projects.

Systems Services does not *try to computerize* the solutions to all problems presented to us. The "systems approach" which we follow compels us to determine what the problem is in depth and to determine several alternative solutions to the problem. We analyze the benefits and hazards for each alternative and recommend the best approach for the Work. We are quite happy if we can provide the best solution without using the computer. For instance, the "best solution" to a production problem may not be the installation of a sophisticated computer system but rather the establishment of written objectives, policies, and procedures coupled with a rearrangement of work flow, a change of organization, and the utilization of some well-designed forms. A more simplified computerized system may come later. It is highly *undesirable*, if not impossible, to computerize a task that cannot be organized into a series of logical steps.

— Gary Reid

PLAIN TRUTH RENEWAL PROGRAM

"Dear Plain Truth Subscriber:

"I wanted to take this opportunity . . . 1) to let you know in advance that your subscription to the Plain Truth will be expiring shortly and . . . 2) to tell you about a very timely thought-provoking booklet (sent free of charge, of course) . . ."

The above is a quote from a portion of one of the current renewal letters to Plain Truth subscribers.

For most of its history the Plain Truth has been given away to everyone as a lifetime subscription (with the exception of special three-month trial subscription and *single-letter* programs), but in June of this year an annual subscription renewal system was instituted for "regular" subscribers (not donors, co-workers, or members). For many months the Data Processing Center had been developing the renewal system for the United States and Canada as a joint effort with the Mail Processing, Information Services, and Direct Marketing Departments.

The system utilizes a series of up to three renewal letters (with reply cards), each mailed two months apart to a subscriber. This gives him more than just one opportunity to respond. As soon as we receive a response, however, the subscription is renewed for one more year, and no further letters are sent. Each letter of the series offers a new booklet and a convenient check box is provided on the reply card to request it.

Our main purpose for the renewal program is to promote subscriber involvement in the form of additional literature offers by establishing two-way communication. Another purpose is to keep our subscription list current by pinpointing inactive addresses, deceased subscribers, duplicate subscriptions, and also to avoid sending the Plain Truth where it is not really wanted. The reply card is a ready vehicle for persons to make comments on and to inform us of subscription problems. As was mentioned, each person will have up to three opportunities to respond.

OCR First Used With Renewals

An interesting aspect of our subscription renewal system is that for the first time at Ambassador College we are utilizing an OCR (optical character recognition) type of reply card. What this means is that the cards can be read directly by a machine called an optical scanner. A stack of reply cards is placed in the OCR device and the scanner reads the subscription numbers on each card and notes whether the literature request box has been checked — all at a rate of

8,000 per hour. A magnetic tape of this information produced from the scanner is used as direct input to the computer. It in turn renews the subscription for a year and prints a mailing label for the piece of literature requested.

To date we have mailed out over two million renewal letters since June and are receiving hundreds of thousands of responses. Due to the fact that the OCR device allows us to bypass manual processing steps of keypunch or terminal entry, it greatly helps to relieve some of the huge burden that faces the Mail Processing Center in handling those responses.

— Ron Hooper

LETTER COMMENTS

The letter comments this time deal generally with the reaction to the last Co-Worker letter. The overall reaction from the Co-Workers has been very good. Most of those who responded seem now to understand the meaning of these trips and visits with world leaders. Most of the letters are from Co-Workers. There were so many good letters it was difficult to decide which letters to print in this issue.

Save the Falcon

"Please accept this check as an offering. Five dollars I earned knitting mittens, and I would like that to be used to save the Falcon jet so it can be further used by God's ministers in His Work."

— Dorothy B.,
Duluth, Minnesota

For the House for God

"Enclosed is \$18 which I wish to designate to be used in the building of the house for God. I had a solid gold tooth which was on a necklace I have had for years. When the price of gold soared, I sold the tooth and got \$18 for it. I'd like this \$18 to be my part of the 'gold' in the house for God."

— Mrs. Norman F.,
Tulia, Texas

Sends Christmas Present Money

"I am enclosing \$16. This money was supposed to be for Christmas presents for my family. But God called me to be a Co-Worker and I have to put Him first. This work of God is far more important than presents for anyone. I count it a privilege to serve God as a Co-Worker."

— Mrs. J. K. Z.,
Orange Park, Florida

Now the Mission Is Clear

"I received your Co-Worker letter of November 26, and was very glad to receive it. Now it is clear to me why you must go to the heads of those nations. The very fact that those leaders receive you shows that it is GOD'S WILL. Thank you with prayer."

— Fred J.,
Chicago, Illinois

Modern-Day John the Baptist

"I have received the Co-Worker letter for this month and enjoyed it so much. You take us, the ones unable to travel around the world, with you in your 'personal' information of your Co-Worker letters.

"I know now, more than ever, that many heads of state and national leaders realize that you are the modern-day newscaster as was John the Baptist of Jesus our Lord in the biblical era. Many now realize that truly no man can straighten out the terrible things only beginning to happen in this 'glorious modern age' of ours. Thank God for the work you and your people are engaged in and the ever-so-small part I can do in it."

— Mrs. Glenn S.,
Woodlawn, Tennessee

Letter Was Gripping and Inspiring

"Your recent Co-Worker letter from Hong Kong is one of the most gripping and inspiring letters you have ever sent out. It is most awesome to see how God is using you and his Church to do the job of telling the world His message. How He has opened the doors is most astounding. It leaves us with no other conclusion but that the living Jesus Christ is directing the Work. We are all so privileged to have a part in it."

— Mr. and Mrs. George P.,
Riomedina, Texas

Gives Her a Lift

"I have just read the latest letter from Mr. Herbert Armstrong written from Hong Kong. It is thrilling to know that he is being called to give the message to heads of state; that he can speak with power and authority. I look forward with eagerness for these letters for they give me a lift and a feeling of thankfulness that we know what is happening. Thank you very much for all the blessings we have in receiving the vast amount of instruction and literature."

— Ms. Helen M. L.,
Eugene, Oregon

Letter Gives Assurance

"Your letter from Hong Kong has a note of assurance that the heads of some nations are beginning to see the light. Our nation seems to be blotting it out. In God's good time it will be straightened out, I am sure. Strange as it seems, mankind has a tendency to love misery. At least he keeps himself in that state most of the time, not fully aware of the more abundant life Jesus Christ spoke of and wants us to have. God bless and keep you in health at its best."

— Mrs. Izora E.,
Portland, Oregon

Co-Worker Letter Brought Tears

"I have never written to you personally, but your letter of November 26 moved me to tears when you told about Bangladesh. It is hard for us to realize the poverty and helplessness of those poor people and others like them in other countries. Thank you for sharing your thoughts and experiences with us so we are more aware of them. It helps us to be able to pray 'thy Kingdom come' too!"

— Mrs. Everett K.,
Hastings, Nebraska

Big Sandy Student Deeply Moved

"After reading the letter from Mr. Herbert W. Armstrong concerning Bangladesh and their urgent needs, I was deeply moved. I am a Big Sandy Ambassador College student and I have received so many blessings since coming here. Blessings of new friends, greater understanding of Christ's spreading of the Gospel, and attending my first Feast have made a great impact on me. More than that, though, I was baptized in November

NOTE

This issue of *The Bulletin* was printed on cream-colored paper because our regular paper was temporarily out of stock. We hope to have the brown paper in stock again by the time we print our next edition. If any of you happen to prefer the cream-colored paper over the brown paper, please let me know.

— Managing Editor

DISSEMINATION OF BULLETIN NEWS

Several who have recently been added to the mailing list of the new expanded Bulletin requested guidelines for disseminating what they read in each issue.

The purpose of *The Bulletin*, briefly stated, is to keep our ministers, division and department heads and other key supervisory personnel informed of developments, plans, and the personal thoughts and ideas of Mr. Herbert W. Armstrong and Mr. Garner Ted Armstrong regarding this great worldwide Work of God. Therefore, each issue will contain material that Mr. Ted Armstrong considers just as confidential as when *The Bulletin* was limited to the ministry of the Worldwide Church of God.

The Bulletin definitely should NOT be passed around or tacked on bulletin boards for employees to read! However, just as the ministers often give their congregations the gist of various items in *The Bulletin*, and sometimes even read short sections of the copy, all of our new readers can do likewise for those in their employ — using discretion, of course. Each one can decide for himself how best to accomplish this.

Remember, *The Bulletin* is still a confidential publication designed to keep top management personnel of the Worldwide Church of God and Ambassador College informed about the Work and its policies.

— Managing Editor

this year. Thinking of all those blessings, then thinking of the Bangladesh people brings me to tears, and I want to help them in any way I can. I am sending an offering and offering my prayers."

— Student
Big Sandy, Texas

You Keep Us Up-To-Date . . .

"I really enjoyed the Co-Worker letter from you. It is a wonderful way you have to keep us up-to-date on world affairs and on the progress being made in the Work. You and your son Garner Ted surely are men ordained of God and worthy to be called His sons. Also, all of those dedicated persons working with you and helping you."

— Elsie S.,
Springfield, Virginia

THE REAL JESUS BOOKLET

Comments about the booklet, *The Real Jesus*, have been received in a steady stream ever since it was published. The booklet has received a generally favorable response and has inspired more visit requests than most other booklets as far as can be determined. This is probably because of the very good write up informing the reader that we have a representative in his area. Following are a few typical comments.

Happy to Know We Provide Counselors

"I thoroughly enjoyed *The Real Jesus* and *The Modern Romans* and am now anxious to receive all of your literature. Two cards are already on their way to you requesting *The PLAIN TRUTH* and the Correspondence Course.

"I would like a minister of the Worldwide Church of God to counsel with me personally. I was very happy to know that you provide this service because while reading the booklets, my thoughts were 'Where do I go from here?' My thought was answered at the end of my reading. God bless you for the work you've undertaken. It is very vital in these times. Perhaps you can send me the name of someone who is within easy reach of me. I didn't have any luck in the Yellow Pages."

— Stella F.,
Naugatuck, Connecticut

Booklet Inspires Visit Request

"For quite some time now, we've been receiving as much of your literature as we could get our hands on. Each piece is as enlightening as the next. However, it wasn't until I read page 31 of *The Real Jesus* that I realized that you have ordained ministers throughout the nation.

"I would very much like to have one of your trained men come to our home, but I don't know how to locate one. If you could send the right party our name, address, and phone number I would appreciate it very much. Or send us his — either way."

— Mr. & Mrs. Philip T.,
Clearwater, Florida

What Did Jesus Mean By . . . ?

"It is amazing the things a person can find out by listening to your broadcasts and reading your literature. Things that he would never find out by reading his Bible. For instance, that Jesus was a home owner. Jesus Himself said, 'The foxes have holes (homes), the birds of the air have nests (homes), but the Son of man hath not where to lay His head.' It is hard to imagine a home owner who

hath not where to lay His head. Or did Jesus mean something other than what He said, or just what *did* He mean?"

— Leo C.,
Tallahassee, Florida

What Is "Long" Hair?

"I just came back from spring vacation and your *PLAIN TRUTH* and booklet *The Real Jesus* were in my mailbox. I have had no time to completely read the magazine, but I did finish the booklet.

"I am quite still confused as to what is the big difference to having long hair or not. In the Bible it does state directly that Christ had short hair. Paul writes, 'does not even nature itself teach you that if a man have long hair, it is a shame unto him?' From this you infer that Christ did not have long hair. You also assume that the reader knows what 'long' means, whether it be above the ear, to the ear lobe, to the shoulders, etc. I personally do not know what long hair is meant by your article. Furthermore, if you want to infer statements, why not infer that Christ was bald? Many men are nowadays; bald before they are even thirty.

"I find your article very interesting to read, but I'm not that gullible in many respects, and there are many things I cannot see eye to eye with you. But I hope you judge me not for my opinions."

— Steve B.,
Vermillion, South Dakota

Thinks We Ridicule Past Teachings

"Your 'Real Jesus' booklet hasn't been too well received — you seem to ridicule the past teachings on the subject. Sometimes it is better to leave things as they are. Since a lot of our Bible teachings must be pictured only in the reader's mind, as the records are incomplete."

— Anonymous,
Shamokin, Pennsylvania

People Sought Out Jesus

"I like the way that you show in *The Real Jesus* that people sought Him out — they went to Him. It has been hard for me to accept the wandering, effeminate, sickly, Christ that most religionists present Him as. To me He must have been a dynamic, powerful leader that people were not ashamed to look up to and follow as Lord and Master. People even today certainly want to identify with Him eagerly, which they cannot do, if He were completely different from us. I want to read many more of your publications!"

— Mrs. William E.,
Baton Rouge, Louisiana