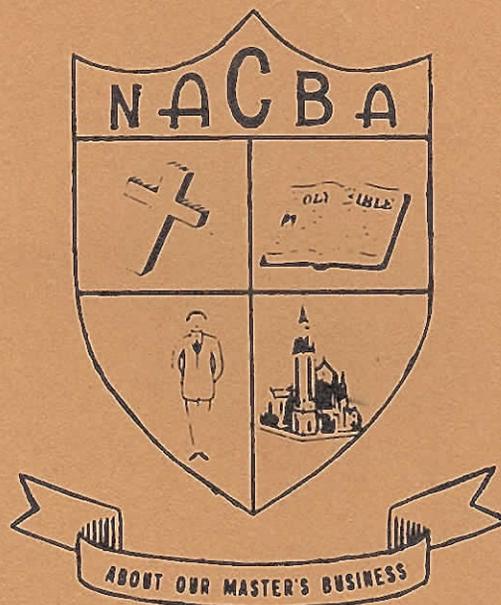


**THE NATIONAL ASSOCIATION
OF**



**CHURCH
BUSINESS ADMINISTRATORS
1957 - 1976**

OUR HERITAGE

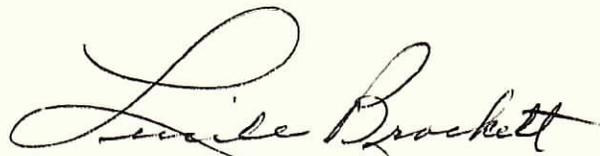
A HISTORY PREPARED AND PRESENTED BY THE OKLAHOMA CHAPTER NACBA

F O R E W O R D

Dr. William Barclay, profound scholar, writer, teacher, once said that "History is not a random kaleidoscope of disconnected events; it is a process directed by God who sees the end in the beginning."

As one delves into the background of N.A.C.B.A. and observes the activities of the men and women who have become its leaders, it is easy to believe that God liked what He saw as, under His prompting, N.A.C.B.A. came into being; and to believe that He has been directing those who through the years, have accepted positions of leadership within the association. It is of that story that a true history should speak.

The following pages are factual, but it is not claimed for them that they have told the story of N.A.C.B.A. as it should be told nor, hopefully, as it will be told at the close of its 20th or 25th year. The facts recorded here are offered simply as a tribute to a great heritage and to the men and women who have made it great. To those people, these pages are lovingly dedicated by the Oklahoma Chapter of the National Association of Church Business Administrators.

A handwritten signature in cursive script that reads "Lucile Brockett". The signature is written in dark ink and is positioned above the typed name and title.

Lucile Brockett, F.C.B.A.
Secretary, Oklahoma Chapter
Historian, NACBA

NACBA--THE WHY AND WHEN AND WHO AND WHERE

PROLOGUE

To tell the story of NACBA requires that we take a look at the chain of events leading up to its actual physical organization in July of 1957. There is a suggestion, in early correspondence on file, that the real beginning goes back to unknown lay churchmen and women whose works and dreams were a contributing factor in the formation of the organization we now call the National Association of Church Business Administrators, Inc. In the files, also, are documented records of relevant events leading up to the organization and of those records, these first pages speak.

One good historical sketch is to be found in a paper presented to the 1961 Annual Conference by Kenneth F. Smith, Business Manager of the East Dallas Christian Church --later, to become the 13th president of NACBA:

There have been church business managers or administrators around for some time, although up until about ten years ago they were few in number. Many of us are familiar with the story in the November, 1956 issue of CHURCH MANAGEMENT that tells of George J. Heidt, business manager of Riverside Church in New York City, who began his career in 1957. Some of us were recently in attendance at the retirement dinner for Elroy C. Landrum, First Presbyterian Church in Dallas, when he completed 38 years of service with that Church, although he was not business manager from the beginning of that tenure of service. I know that my own church had a man employed as business manager as long ago as 1930.

After the end of World War II, when churches began to catch up with long delayed building programs and many of our congregations were enjoying a tremendous up-swing in both addition and activities, the need for business managers on church staffs increased.

By 1951, there were a number of such positions being held; for the most part, by laymen who had very little, if any, training for the job. They had many frustrations and, in many cases, longed for an opportunity to counsel with others in similar situations. Out of this mutual need for information came the formation of several local groups of business managers -- some very small, and some within the confines of a single denomination. We find that in 1951 a small group of Protestant business managers were meeting in New York City. That same year three business managers from Evangelical Lutheran Churches met for two days in consultation.

In the Spring of 1954, ten business managers in Dallas, representing four denominations, met informally and agreed on the need for an opportunity to share ideas and to help each other with problems of mutual concern. (They have met regularly since then and now have 23 in their group.) The following year, 1955, we find a similar situation existing in Southern California, when a group was formed.

During this same period of time the need for a conference on Church Management was recognized by a small group of workers in the Southeastern Jurisdiction of the

Methodist Church. Dr. Walter Towner, Director of the Board of Education, the Methodist Church, in response to questions of NACBA's historian, wrote:

It was probably during the spring of 1954 that Dr. George Clary, at that time program director of Lake Junaluska, and Dr. Jim Fowler, the superintendent, came into my office in Nashville with a suggestion. They had observed that there were many churches in the Southeastern Jurisdiction which had a staff member variously called church business manager, church administrator, finance executive, and the like. It was their thought that these persons would appreciate and profit by an opportunity to come together and learn more about their responsibilities and opportunities in the local church..

Dr. Clary and Dr. Fowler came to me, probably, because I had led in the development of the musicians group in The Methodist Church which had eventuated in a well worked out plan for training, certification, and the organization of NAFOMM. I had been in position, also, before that time to guide the development of local church directors of Christian education, as they became a group in the Church, with special provision for training, certification, organizational structure, and the like.

I conferred with Dr. J.Q. Schisler, at that time the General Secretary of the Division of the Local Church, and he thought the idea of fostering church business managers a splendid one and suggested that I go ahead.

It was in the summer of 1954, at Lake Junaluska, that we had the first meeting of local church business managers.

So enthusiastic were those who attended that meeting they immediately planned a second venture in the same field for the following year. The late Dr. William H. Leach, editor of Church Management Magazine, wrote of that second meeting: "I saw a new profession being born...the men and women who attended the conference were without uniformity of title...they were church business managers, executive secretaries, financial secretaries, church secretaries, but their duties ran in parallel lines and they were at Junaluska to compare notes and gain new ideas for the purpose of extending the kingdom of God and strengthening their own spiritual lives."

One of the persons attending this conference, whose name appeared on the program as a conference leader, was Mr. Zeb E. Barnhardt - a man who later became the 10th president of NACBA.

To refer again to the letter of Walter Towner, we read: "We (the Methodist Board of Education) recognized that we were facing an opportunity to be of help to a professional group within the church as they got organized into a fellowship. Even more significantly, we also recognized our opportunity to bring strength to representatives of a new profession, who were in a position to encourage and, perhaps, guide program developments in our local churches...In view of the fact that the South Central Jurisdiction had a large number of persons serving in this capacity, we made extensive contacts with churches large enough to have this officer and arranged for an initial meeting, somewhat along the lines of the Southeastern Jurisdictional development. Because I could not personally give the time required, it was arranged for Webb Garrison, who was then a member of the staff of the Department of General Church School Work in the Division of the Local Church, to be the contact person and aid as might prove possible in getting a group started in the South Central Jurisdiction."

In November of 1955, Mr. Garrison sent out a feeler to a new group of church managers. He described the Junaluska meetings and went on to say: Last year, one manager from the Southwest attended the conference (at Junaluska). It was his feeling that such a conference would be helpful in the Southwest. Consequently, I have been making preliminary inquiries, to find that there are approximately fifty full time church managers in your jurisdiction (South Central). In addition, there are thirty to fifty more who have part-time responsibilities in this area. This certainly provides a large enough group to make tentative plans to find out whether there is interest in a conference...I am today writing to inquire whether or not it would be possible to house twenty to fifty church managers at S.M.U. or at Oklahoma City University some time during July...please drop me a note indicating your general reaction and your preference for time and place.

Replies to Mr. Garrison's letter indicated a keen interest. July 10-13, 1956, at Oklahoma City University, came close to meeting the preference of the majority who answered, and the conference was tentatively scheduled, pending proof of sufficient interest. By January 16, 1956, Mr. Garrison had received thirty-nine replies to his second letter. Twenty-two managers indicated that they would like to make plans to attend; eleven were tentatively interested; and six said they had no interest. Those returns gave a much larger group of definitely interested persons than was the case when the first conference on management was held. "Consequently," said Mr. Garrison, "we (the General Board of Education of the Methodist Church), will definitely go forward with the plans."

Mrs. George Brockett, First Methodist Church, Oklahoma City, was one of those who had indicated an interest--she had also offered to help in case Oklahoma City should be chosen for the conference. Immediately, there came a request for the proffered help...when she found that Oklahoma City University could not offer the luxury of air conditioning--something that was beginning to be considered a necessity for Oklahoma in July--the conference ended up being held in the First Methodist Church, with the minister, Dr. Earl Dorff, and Mrs. Brockett as hosts.

Forty-five men and women of seven different denominations (Baptist, Congregational, Disciples of Christ, Episcopalians, Lutheran, Methodist, Presbyterian, and one Community Church) came from California, Kansas, Louisiana, Oklahoma, Nebraska, Tennessee and Texas. Fourteen of those registering were from the group which had been meeting in Dallas and five from the California area. All had been challenged by the following statement on the Program Schedule and had come to see what they could do about it:

Of all persons employed in a large church, the manager or business administrator is in the greatest danger of developing "trained incapacity!" Job pressures tend to narrow rather than expand interests.

Hence a major value of this conference is the cross fertilization of interests and ideas. The trained man knows how to answer questions; the educated man seeks to discover what questions are worth asking.

In that broad sense, this Conference is designed to be an educational experience. This emphasis rests on the belief that - in the long run - continuous growth is more desirable than frantic efforts to apply what is already mastered.

The conference speakers, for the most part, were business administrators who had chosen their own subjects from their own experiences. They talked of finance and exchanged copies of local church budgets; they made comparisons of the way they felt about the correct percentage of the benevolence budget to the operating budget; they picked up ideas about Developing a Useful and Comprehensive Budget; learned about Budget Campaigns; Special Drives; Public Relations; Staff Relationships; Operation of Kitchen; Envelopes and Collection Systems...And as they discussed each topic, they were amazed at the wealth of information available through one another in such a conference and at the similarity of problems faced by all - even within the different denominations.

By the time of the final address of the conference, "A Vital and Thrilling Vocation", by Dr. William Leach, there was a mounting enthusiasm for a permanent organization. The conferees were anxious to hear the report of a committee which had been named to study the feasibility of organizing--a committee which to this date has remained nameless because there are no records in the history files to indicate who they were. This is a copy of their recommendation:

RECOMMENDATIONS OF A COMMITTEE APPOINTED TO
STUDY POSSIBILITY OF A PERMANENT ORGANIZATION FOR
CHURCH BUSINESS MANAGERS

1. *That a temporary organization, composed of a President, two (2) Vice-Presidents, a Secretary-Treasurer, and the sponsor's representative, plan and conduct next year's meeting.*
2. *That one or more boards or agencies of the Methodist Church be asked to sponsor this organization for another year with the promotion on an interdenominational basis.*
3. *That the elected officers appoint necessary committees for next year's meeting.*

J. Tillman Carter, Business Manager, First Methodist Church, Lubbock, Texas, was elected President of the "Temporary" organization; Kenneth F. Smith, East Dallas Christian Church, Dallas, Texas, Secretary-Treasurer; and in lieu of Vice-Presidents - which were deemed unnecessary, Harold Mortensen, Westminister Presbyterian, Altadena, California, was named Chairman of Attendance, and Henry Meyer, First Methodist, Wichita, Kansas, of Publicity. July 10-11-12, 1957, was set as the time for the next conference - and Dallas, the place. Everyone left that third "Trial conference" quite confident that ground had been broken and good seed sown, for a continuing fellowship in some sort of formal organization...Even on the way home from Oklahoma City, Bryan Brawner, who was to be General Chairman of the 1957 conference, in perfect faith, asked Kenneth Marshall, a member of the Dallas Chapter, to serve as chairman of a committee to draw up a Constitution and By-Laws to have ready in Dallas, for the Association-To-Be.

A further testimony to the serious lasting quality of the enthusiasm and interest engendered in Oklahoma City, might be found in the following facts: As of June 1975, twelve of the forty-five delegates registered were still members of the national association - either active or emeritus: R. Bryan Brawner, John W. Brelsford, Lucile Brockett, J. Carter, Ninetta Dack, Kyle Hobin, George W. Jones, E.C. Landrum, Kenneth Marshall, Cecil Porter, Laadan H. Smith, and Kenneth Smith. Five national

presidents have come out of that Oklahoma City group: R. Bryan Brawner, Kyle Hobin, Kenneth Marshall, Kenneth F. Smith, and W. Dean Willis. (One president, Zeb Barnhardt, came out of the pre-Oklahoma meeting). Each of these, of course, have served in other capacities as well. Other NACBA officers-of-the-future who came out of the 1956 meeting were Vice-President, Laadan Smith; Secretary, Ray Cox; and Historians, Ninetta Dack and Lucile Brockett.

The year 1956-1957 was a busy one but President Carter disclaimed credit for it. There is a letter in NACBA's history files in which he wrote:

You are correct; there was an awful lot of work done between Oklahoma City and Dallas but it was done by the Dallas Chapter members. I was away off out here (Lubbock, Texas) and, in the early Spring I met with the Dallas group. They had all the committees organized, the program planned, etc. It was all laid before me at a luncheon at Park Cities Baptist Church and it all met with my approval. That was the only meeting we had where I could be present until our annual meeting.

Please believe me when I tell you that the work was done by the Dallas Unit. They were simply wonderful and it is they who should receive the credit.

But Mr. Carter was being just a bit too modest; he, along with the Dallas group, was sweating out the year - all of them wanting it to be a year which would get a national organization underway...and it was just that.

The meeting, booked as an Interdenominational Conference on Church Management, was held as planned on July 10-11-12, 1957, at the First Methodist Church in Dallas, Texas. The Leadership Roster included names which, through the years, have become familiar: R. Bryan Brawner, Conference General Chairman; J. Carter...Kyle Hobin...Elroy Landrum...Laadan Smith...and Kenneth Smith.

William H. Leach, editor of Church Management, now deceased, was again present to encourage, inspire, talk about church publications, and to learn more about the individual CBA. Dr. Leach had once said:

There are four things I want to know about the work of the men and women engaged in these tasks of church management:

- (1) What are they supposed to do?...*
- (2) How have they been prepared for their work?...*
- (3) How much of a field will be offered in the future for those who wish to enter this new profession?...*
- (4) How do churches go about securing competent managers?*

His search for answers was rewarded. He saw the CBA in action. Again, the leadership at this meeting was largely in the hands of CBAs themselves and, according to all reports, they acquitted themselves admirably -- both in the formal presentation of assigned subjects and in the small informal group discussions.

Edward Wyckoff, NACBA's 1964-65 national president, now deceased, in a nine page report of the Dallas Conference said: "The local organization of church administrators provided excellent hospitality and most enriching program." A second reporter, R.V. Johnson, City Methodist Church, Gary, Indiana, wrote: "It was a deeply spiritual conference...vital subjects only were presented and each one was remarkably well presented."

There were 96 delegates in attendance - 98% of them laymen. They had come from seventeen different states, from New York to California, and represented seven different denominations and one Jewish congregation. Aside from the regular delegates, there were observers from various universities, seminars, and denominational Boards.

The banquet address, at the beginning of the conference, by Dr. Willis Tate, President of Southern Methodist University, set the pace for the days to follow. From his opening remark: "Isolation is obsolete in church work. We not only have to work together as denominations, but we have to think of the individual church as a composite unit", to his closing one, "If your minister is not a better minister by your being his administrator, you have failed. If your church is not a better church, you have failed. Much of the work of a Business Administrator has to be anonymous." Dr. Tate had presented a challenge that was not easily forgotten.

The program concerned itself with Wills, Trusts, Stock, Estates; Budget Development; Church Accounting Procedures; Office Equipment; Insurance; Pledge Collections and Reports; Volunteer Service Programs; Church Publications; Fire and Panic Prevention; Maintenance and Housekeeping; Operation of Kitchen and Dining Room; and a banquet... and a tour of some Dallas churches - a rather ambitious list for a two and one-half day conference!

In addition, there was a business session when, on July 12, the delegates adopted a Constitution and By-Laws -- adopted them just as Chairman Kenneth Marshall presented them - inasmuch as there was not adequate time to properly consider amendments or changes - but with the request that the new president appoint a committee to study and be prepared to propose desirable changes at the next Conference.

Conferees charted the Dallas group as Chapter #1 of the National Association; asked the Methodist Board of Lay Activities to set up schools (similar to those for training hospital administrators) to train men and women to become church business administrators; selected Denver, Colorado, Montview Presbyterian Church, as the site for the next meeting; and elected the first set of national officers:

President.....R. Bryan Brawner, Executive Director
Highland Park Methodist Church, Dallas, Texas
Vice-President...William Schwantes, Administrator,
First Baptist Church, Austin, Texas
Secretary.....Donald E. Fancher, Administrator
Montview Presbyterian Church, Denver, Colorado
Treasurer.....Orion D. Waters, Administrator
First Christian Church, Tulsa, Oklahoma

The evaluation of the conference as shown by the official Critique and Evaluation, compiled by Robert Mayfield, General Board of Lay Activities, the Methodist Church was "good"... "good"... "good", with a "well balanced", "well prepared", "well covered" program -- but far "too crowded", with "too few opportunities for group discussion".

1957 - 1958

ABOUT OUR MASTER'S BUSINESS
Under the Leadership of R. Bryan Brawner

"NEWS AND COMMUNICATIONS OF INTEREST TO CHURCH BUSINESS ADMINISTRATORS" was the way President Brawner let it be known that the new conference year was underway and the newly formed Executive Committee had given careful consideration to the suggestions contained in the 1957 evaluation.

Most of the "News and Information", said Mr. Brawner, came out of a meeting of the committee on November 12th and 13th in Amarillo, where Mr. J. T. Carter, the immediate past president of the temporary association, and Mr. Ray Cox, Business Manager of Polk Street Methodist Church, Amarillo, Texas, had met with them to name the committees required by the Constitution and to plan for the Annual Conference in Denver in July.

Vice President, William Schwantes, was asked to serve as chairman of the Program Committee. Ray Cox and Kenneth Marshall were named to serve with him. Dr. Brawner told them: "the committee is one with which it will be necessary that I confer frequently. It will also need to work closely with Don Fancher, who will host the convention.

Dr. Brawner's letter continued: "Let me tell you of some of the things that are exciting to me as we plan:

One of the things that you pointed out in your critique of the Dallas meeting was that it could be better oriented spiritually. To begin with, the theme for the meeting this coming year is to be "About Our Master's Business."

Each session will be opened and closed with appropriate prayers and each day will begin with a suitable meditation.

Another item that was made clear in your evaluation of the Dallas meeting was that you wanted more time for discussion. A very close time schedule for each of the sessions has been outlined and specific provisions made for group discussions and a "question and answer" period for each session.

Many of you, I am sure, are beginning to hear a great deal about the general area of Group Dynamics. We have arranged for two one-hour sessions and are calling them "Share-athons". You will not be assigned any subject or expected to reach any conclusions. You will simply have a chance to visit with others of a specific group about anything that seems important to you. May I say in connection with this, that all



Mr. R. Bryan Brawner
First President

who register for the Convention will be assigned to a "Dean". You will be with this Dean in all of your discussion groups, question and answer sessions, and "Share-athons". Each group will remain together throughout the three days.

One of the suggestions that came out of the meeting of the Executive Committee at Amarillo was that you begin now to talk to at least one key lay person in your church who could benefit by participation in the Denver meeting. All of us have Chairmen of Finance Committees, Chairmen of Management Committees, or other key personnel that would make our jobs better if what we are doing was known, understood, and appreciated by such persons. I feel strongly that here is one way that our Association can be very effective in improving and developing the program of the local church. You will want to give this suggestion careful thought."

Again, the committees named to take care of the affairs of the fledgling organization contained names of many who became well known as the years went by. Ken Zinn, of Los Angeles, California, who later became the 5th national president, was named chairman of the Constitution and By-Laws Committee. Other members were also Californians (for the sake of easy, frequent consultation). They were Don Baker, (who became the 3rd president) and Harold Mortensen.

The personnel of the first Finance Committee was Mr. O.D. Waters, First Christian Church, Tulsa, Chairman, Mrs. Thomas (Virginia) Osborne, Broadway Methodist Church, Kansas City, Missouri; William J. Barrows, Jr., First Presbyterian Church of Germantown, Philadelphia, Penn.; Walter S. Schauman, Third Baptist Church, St. Louis, Missouri; and C.E. Robertson, Evangelical Lutheran Church of Holy Trinity, Minneapolis, Minn.

As provided by the Constitution, the national secretary, Donald Fancher, was chairman of the Personnel Committee. Other members were Ray Cox, Polk Street Methodist, Amarillo, Texas, and Juanita Miller, Crown Heights Christian Church, Oklahoma City, Oklahoma.

The Nominating Committee listed J.T. Carter, past president, as chairman. Other members were Paul Elsenheimer, Central Presbyterian, Rochester, New York; Harold P. Jordan, Allapattah Baptist Church, Miami, Florida; Mrs. A.L. Proske, First Plymouth Congregational, Denver, Colorado; and Arch Berreman, Minnehaha Methodist Church, Minneapolis, Minnesota.

In response to a recommendation of the Dallas conference, there was a special committee appointed to work in the general area of Uniform Church Accounting Procedures. Harry O. Davis, Travis Park Methodist Church, San Antonio, Chairman; Kyle Hobin, Highland Park Presbyterian Church, Dallas, and Jimmie K. Stodghill, First Christian Church, Wichita Falls, Texas, made up the committee.

Mr. Brawner's letter was soon followed by one from Secretary Fancher who enclosed a two-section membership card -- one part to be completed and returned to him for membership records; the other portion to be returned to the treasurer with annual dues -- for the full time Business Manager, \$10.00; for financial or church secretary, or position of a similar nature, \$5.00.

Other letters and brochures followed - all designed to entice everyone to come to the conference in mile-high Denver to "Enjoy the Grandeur and Beauty of the Colorado Rockies"...

The Denver Program as told by one of the brochures:

The National Association of Church Business Administrators

Needs Your Participation in the 1958 Annual Meeting

"ABOUT OUR MASTER'S BUSINESS"

Hear 7 well-known speakers on subjects of interest to every Church Business Administrator. Discuss your problems and those of other churches with qualified and experienced workers in this important field of Christian service.

Enjoy mile-high Denver's stimulating, mountain-cool summer climate.

Meet old friends again and make new friends

among your fellow members of the National Association.

Highlights of the Meeting

DR. RALPH C. NEILL, *Director of Public Relations, International Convention of Disciples of Christ*
Indianapolis, Indiana
"Church Public Relations"

WILLIAM A. MEADOWS, *Director of TV and Radio Services, TV, Radio and Film Commission, The Methodist Church,*
Nashville, Tennessee
"The Use of TV and Radio by Churches"

DR. CARLYLE MARNEY, *Pastor*
First Baptist Church
Austin, Texas
"Pastor-Administrator-Staff Relationship"

DR. H. B. FOSHEE, *Editor*
Church Administration Materials,
Southern Baptist Convention
Nashville, Tennessee
"Techniques of Job Analysis"

DR. EDWIN A. BRIGGS, *Director of Stewardship and Finance, General Board of Lay Activities, The Methodist Church*
Chicago, Illinois
"Spiritual Development Through Stewardship"

J. R. JOHNS, *Mail Order Division*
Sears, Roebuck & Company
Dallas, Texas
"Policy and Procedure Manuals for Church Administration"

R. L. BACH, *Supervisor for General Building Supplies,*
Mountain States Telephone Company
Denver, Colorado
"Purchasing Procedures"

*After Every Major Subject . . . a Discussion Period . . . Subject Centered also **SHARATHONS** . . . Non-Directed Group Discussions*

Each registrant will be assigned to a group, and each group will conduct its own discussion periods and Sharathons.

All groups will remain intact for the entire period of the Conference.

Note: Until 1974, when the Conference Proceedings was replaced by the Annual Conference Report, most of the subjects listed herein under each conference year appear in printed form -- in full, or in part -- in the Proceedings, which are still available in limited quantities.

One hundred fifteen delegates, from twenty-two states, many with their families, registered for the meeting. The thought was beginning to be expressed quite generally, that since delegates had to travel great distances, more things of interest to families should be added to the program, and more time allowed for doing things together. Quite a number of those attending the 1958 conference added post-convention sightseeing days to their trip.

Delegates at the previous conference had asked for "more time"...they got it in Denver. The program was exciting, informative and long. It had begun at noon on Tuesday and closed at mid-afternoon on Thursday. Two days, Tuesday and Wednesday, had gone into the night hours, 9:30 was the scheduled closing time but it was nearer 10:30 on each night.

Again, the conference was manned by CBA's. In addition to Bryan Brawner, there were W.L. Schwantes, O.J. Lloyd; D.E. Fancher; James D. Lemon; O.D. Waters; H. Lee Jennings; Raymond V. Johnson; Williams J. Barrows, Jr.; J.T. Carter; and C.G. Leonard. There were outside authorities to speak about Public Relations; Spiritual Development in Stewardship; T.V. and Radio; Pastor-Administrator; Administrator-Staff Relationships; Manual of Church Policies and Procedures; Job Analysis; and Purchasing. And the program, except for the group sessions and the banquet address, was recorded word for word by a stenotype reporter. It was the most nearly complete proceedings ever published.

Following each major address, conferees broke up into previously assigned discussion groups (the same one throughout the conference) for a fifteen or twenty minute discussion of the address and the selection of one question to take back into the general assembly to "throw" at the speaker. The questions often opened up new angles requiring "in depth" answers on the part of the speaker, who must have felt that he was making a second address. Not always, did the time remaining permit the summary called for on the program. There was so much to learn and so many exciting questions to ask!

All the special speakers were rated "good". One of them, Dr. Carlyle Marney, pastor of the First Baptist, Austin, Texas, made such an impression with his good solid advice and his ready wit that he was invited by the 1972 conference committee to be the '72 conference banquet speaker...Some Denver conferees have never forgotten one of Dr. Marney's rules for good pastor-staff relations. "Don't never nobody surprise nobody".

Leaders of the Group Dynamics were all masquerading as Indian Chieftains: Chief Osage, Chief Apache, etc, but they still looked and operated like Donald Baker, Ray Coffman, G. Ray Cox, Victor Criswell, Harold Jordan, Ken Marshall, C.E. Robertson, Charles F. Rouse, Kenneth Smith, and Dean Willis. These groups with 12 or 13 CBA's in each, stayed together through the conference, and found, in the experience, much more than answers to questions. It was a wonderful getting-to-know-you opportunity that resulted in the making of many lasting friendships.

There was hardly time for the committees which were scheduled to report in the final session. One, however, really wanted to report...The Constitution and By-Laws committee, was not recommending changes, but Chairman Zinn said there were several "areas of concern" that they felt should be passed on "for the consideration of the new Board and new committee".

They felt the word "Christian" should be inserted in the purpose of the organization to have the article read, "...and the betterment of the Christian church throughout the nation"... Secondly, they felt the word "associate" as applied to memberships

needed "a great deal of thoughtful consideration and study". Their preference was the word, "affiliate"... A third area of concern was the matter of election. The nominating committee, they said, should be composed of five members to be made up of the different areas represented on the first night of the Denver conference: the Eastern time zone, the Central, the Rocky Mountain, and the Pacific Coast - that the fifth member should be the Past President of NACBA and that he should serve as chairman... And the fourth consideration was that the members should be looking forward to the time when there should be a board of directors, one each from the chartered areas of the country who, with the officers of the organization, should be encouraged to meet approximately a day in advance of the annual conference to go over important matters for the organization.

The Finance Committee, Orion Waters, Chairman, said his report could not be given until "two weeks after all the bills are in". "The Uniform Accounting Committee, said President Brawner, had died a natural death" - two of its members were no longer CBAs and, at the last minute, the remaining member, because of an accident suffered by his wife, could not attend the conference.

Five chapters qualified, and were given charters: #2, Southern California; #3, Austin; #4, Colorado; #5, Ft. Worth; #6, Oklahoma.

Officers elected were:

President	William L. Schwantes, Business Administrator / First Baptist Church, Austin, Texas
Vice-President	Donald Baker, Business Administrator, / First Congregational Church, Los Angeles, California
Secretary	Mrs. Harry (Ninetta) Dack, Business Manager, / First Methodist Church, Bartlesville, Oklahoma
Treasurer	E.A. Schuhmann, Business Manager, / All Saints' Episcopal Church, Ft. Worth, Texas

The next conference was set for the third week of July, 1959, Los Angeles, California, with Immanuel Presbyterian as the host church.

Early in the new conference year, President Schwantes, along with the pastor of his church, had accepted a call from Myers Park Baptist Church in Charlotte, North Carolina so he was far removed from those loyal Texans and their pledged support, but the move seemed to make no real difference...unless, possibly to Bill...He had to travel much farther.

The newly elected Executive Committee met in Oklahoma City in September, 1958, to discuss the purposes of the organization and to make plans for the years' work, especially, the 1959 Annual Conference.

The printed Proceedings and the evaluation summary of the Denver conference were studied carefully. "Plans for the Los Angeles Conference will take into consideration the information gleaned from these documents," so wrote Bill Schwantes in his first official letter to the members. He promised that they would be hearing from members of the Executive committee at least once a month until July... He reported that NACBA had been instrumental in placing three capable men in

good churches since the Denver meeting...Said he would endeavor to help any administrator seeking a church or a church seeking an administrator...And he raised a question that the national organization was to face many times: "Is it time to consider an Executive Secretary?"



Executive committee members here to plan next summer's annual convention included Donald F. Baker, left, from Los Angeles First Congregational church, and W. L. Schwantes, Charlotte, N. C. They are vice-president and president, respectively, of the National Association of Church Business Administrators.

With the promised monthly letters continuing to come, it was quite evident that something exciting was going to take place in Los Angeles.

The Program Committee, under the direction of Donald Baker, began to reveal its plans for the conference. Along with the opportunity to discuss, and hear discussed, the subjects of peculiar interest to CBAs, there was to be thrilling entertainment which included meeting movie and T.V. stars...a full program for the wives and children ...and a time for sightseeing together.

The conference met on July 14, 1959, in one of the most beautiful churches on the west coast--the Immanuel Presbyterian Church, Los Angeles, with Ken Zinn, business manager, as the official host. Mr. Edward B. Wyckoff, who prepared the

evaluation report of the conference, wrote of Immanuel, "This magnificent church was organized in 1888 and is today one of the largest Presbyterian Churches in the United

States. Here can be found many outstanding examples of the art of religious symbolism, the most remarkable of which is the great triumphant symbol - the Supreme Christian symbol - the cross. This great cross looms one hundred feet above ground level on the gable of the church's main entrance as a challenge to all who pass by, to remind them that Eternity is more important than time and that if any man would enter into Eternal Life, he must come by way of the cross."

And so, under this giant Christian symbol, in the church beneath its protecting arms, met Church Business Administrators from all corners of the nation...and they were meeting "About Our Master's Business."

The first day of the conference was devoted to committee meetings, a departure from the scheduling of the previous conference, and the program began with a banquet in the evening - and what a banquet! The brilliant Master of Ceremonies was that handsome movie star Ronald Reagan - and a well known radio and television artist Connie Haines, was there to entertain with song. Stary Gange, nationally recognized lecturer, challenged the group with his address, "Wake up, this is Tomorrow."

To the delegates from outside Hollywood, the banquet was a memorable event--and there were others: A visit to the Warner Brothers movie studios; a tour of beautiful Hollywood churches; an opportunity to wander around the Hollywood Bowl and find that Bob Hope, and other celebrities, were real live people with their names on seats where they sat --- just as other people do - as spectators.

Wives of delegates had to make a difficult choice selecting only one tour of the four interesting ones available: (1) LaBrea Tar Pits, Farmers Market, Planetarium; (2) Forest Lawn and Huntington Library; (3) Beach Party; (4) Queen for a Day telecast, with lunch at the famous Moulin Rouge nightclub...and shopping on Hollywood Boulevard after the telecast.

A tour of Chinatown Thursday evening ended the exciting Family activities schedule.

A glance at the program indicated that the big concern of CBAs was money. Three periods were devoted to different phases of it. (1) Underwriting the Operating Budget; (2) Church Accounting and Internal Control; and (3) Fund Raising: The Glory and the Grief. Other topics presented were Church Public Relations; Church Business Administration as a Profession; and Staff Relations. Scattered throughout the days were Discussion Groups and Questions and Answers.

The evaluation reports for the year, a nice bit of individual achievement, was made by Mr. Edward Wyckoff, and from his pages, "Interesting Sidelights", the following facts have been copied:

152 delegates and a number of observers were in attendance

News coverage was tremendous...25 separate stories, with excellent pictures, appeared in the metropolitan Los Angeles papers.

The membership was reported to be 172 active and 34 associate with a mailing list of over 400.

Charters were issued to two new chapters: #7 was given to Lief Larson for the North Central Chapter, and #8 to I.C. Spencer for the Tri-State Chapter.

The CBA was looking for recognition:

The association affirmed its "desire that the vocation of Church Business Administrators be granted official status with other church executive positions not requiring ordination".

They asked that the several denominations represented within the association, be requested to determine the conditions under which recognition of this status can be obtained within the framework of church vocations.

President Schwantes warned delegates: "Be careful when you go home." He expressed the feeling that, "we should not seek status but, rather, that we do our work the best we can and we will receive it."

Changes recommended by the Constitution and By-Laws committee were approved as presented by Chairman Ken Zinn: (1) Associate members, while still not eligible to hold office were given the right to serve on committees. (2) The Article concerning the Board of Directors was changed to provide for six Directors, originally elected 2 for terms of one year; 2 for two years; and 2 for three years. Thereafter, two members annually for terms of three years each. Their duties were clarified. (3) Local chapters, to be chartered, must now meet one extra condition: all members, active and associate, must be members of national.

Officers elected were:

President	Donald F. Baker, Business Manager, First Congregational, Los Angeles, Cal.
Vice-President	Leif Larson, Executive Sec., Central Lutheran, Minneapolis, Minn.
Secretary	Jack Jones, Admin. Ass't., North Broadway Methodist, Columbus, Ohio
Treasurer	Kenneth F. Smith, Business Mgr., East Dallas Christian, Dallas, Texas

The place selected for the next year was Columbus, Ohio, July, 1960, with the newly chartered Tri-State Chapter as host.

1959 - 1960

"COME TO COLUMBUS AND DISCOVER AMERICA"

was tri-State's theme for one of the busiest years to date...Busy not only for the elected officials (who, by the nature of the work they must do, are ALWAYS busy) but for the rank and file of the membership as well.

In one of his letters to the members, Vice-President Larson, as chairman of the Conference Program Committee, had said: "The program format will be the same yet different...The sessions on Quiz the Speaker will highlight conference delegates and give ample time to thoroughly review the subjects...The Round Table Groups will share experience and knowledge and members will become better acquainted."

Nothing particularly different sounding in that, is there? Well, the difference came in the form of advance assignments. Several months prior to conference there came to each member a list of questions, 42 in all, labeled "SUGGESTED DISCUSSION SUBJECTS FOR ROUND TABLES, BREAKFAST MEETINGS, TALK AND BUZZ SESSIONS." They had been compiled from topics listed in the Advance Registration Survey of January, 1960. The questions covered the subjects of Finance; Office Management; Personnel; Properties; Public Relations; Food Service; Youth Centers; Credit Unions; Taxes; and The Church as a Corporation - any of which, delegates were to be prepared to discuss as opportunities were presented at conference.

In addition, those numerous delegates who were to be "Highlighted" were also assigned a sizable amount of homework, to be properly prepared for their "Quiz the Speaker" spot. They were, prior to conference, to have studied the prepared addresses of the speakers and, in some instances, to have read books and articles dealing with the subjects.

Then, as always, there was that throughout-the-year-work of those whose names appeared in the Conference Leadership pages of the program--49 of them, in addition to the 25 in the Quiz groups. All in all, it was the most impressive, (at least, the most extensive) list of Conference Leadership to date.

President Baker, in his opening statement to the conference singled out Jack Jones, host administrator, and Vice President Larson, for special commendation on work well done and the "terrific time and effort" they had put into the meeting...(What was it for which we searched back in Los Angeles? Status? Maybe Bill Schwantes was right in saying, "Let's not seek status." Columbus gave a number of CBAs the opportunity to earn a bit of it for themselves.

A special committee on Recruitment and Training composed of Ken Zinn, Ken Smith, Bryan Brawner and Leif Larson made the following recommendations:

- 1) that the NACBA look with interest on the outcome of the proposed Conference for CBAs, sponsored by the Purdue University in cooperation with the Tri-State Chapter. The NACBA mailing list was made available for this project.
- 2) that the new Executive Officers appoint a committee on PROFESSIONAL TRAINING AND STANDARDS -- this committee to put in from 3 to 5 days of study on some university campus to come up with a set of standards which will be submitted to the Chapters for review, with the final review and acceptance at the 1961 conference.

- 3) that a committee be appointed to develop an adequate "Personnel Data Sheet".
- 4) that a committee be appointed to develop a brochure for NACBA covering two subjects: History (development, program, purpose) and What Is A Business Manager? (including a job description)

New Chapters chartered were:

- # 9 Chicago Region - Norman Swenson, President
- #10 Charlotte, North Carolina - James D. Howell, President
- #11 El Paso - V.O. Johnson, President
- #12 Northeastern - Robert Dobbin, President

Membership at the close of the conference was 250.

Officers elected for 1960-1961 were:

President - Leif Larson, Executive Secy., Central Lutheran Church, Minneapolis, Minn.
Vice-President - Kenneth Zinn, Business Mgr., La Jolla Presbyterian, La Jolla, Calif.
Secretary - G. Ray Cox, Business Mgr., Polk St. Methodist, Amarillo, Texas
Treasurer - William J. Barrows, Jr., Executive Administrator, First Presbyterian in Germantown, Philadelphia, Pennsylvania.

The newly authorized Board set-up was as follows:

- One year term - W. Dean Willis, First Baptist Church, Dallas, Texas; Orion D. Waters, First Christian Church, Tulsa, Oklahoma
- Two year term - Harold P. Jordan, Allapattah Baptist Church, Miami, Florida; Norman Swenson, Fourth Presbyterian, Chicago, Illinois
- Three year term - R. Bryan Brawner, Highland Park Methodist Church, Dallas, Texas; William L. Schwantes, Myers Park Baptist, Charlotte, North Carolina

A News Release prepared to be sent from Columbus back to hometown newspapers, summed up the conference in this manner:

157 members of a new and rapidly growing profession are now in session for their fourth annual conference, representing 28 states and Canada...The position of Church Business Administrators...is rapidly being recognized by the governing bodies of a number of Protestant Churches. The Methodist Church wrote it into their Discipline at their recent quadriennial Conference in Denver...The purchasing power of the Church and, thus, the administrator, is recognized by the ten exhibitors who are showing the latest in duplicating equipment, voice writers and recorders, bookkeeping systems and procedures, floor wax and stained glass windows. Three editors represent professional publications devoted to church management..

The 4th conference was ended and the Oklahoma Chapter, whose invitation to host the 5th conference had been accepted, sat down with President Larson to begin making plans for the next conference which was to be in Tulsa, Oklahoma.

1960 - 1961

As 156 delegates assembled in "The Oil Capitol of the World", Tulsa, Oklahoma, on July 18, 1961, all the plans and the work of the year were ready to be reported, acted upon, and recorded as history.

President Leif Larson had come, he said, "In a spirit of joy and anticipation to present a review of his stewardship of the office to which he had been elected... Your officers and the Oklahoma Chapter have been hard at work to make these days stimulating and helpful in achieving the basic purpose of the association. I am looking forward to the unfolding of their labors here at Tulsa."

In the "unfolding", it was revealed that

- 1) A significant study based on the information furnished by 200 CBAs, had been made under the leadership of a committee from the Dallas Chapter (Ken Smith, Bryan Brawner, Kyle Hobin, and Dean Willis). Authorized at Columbus, it will give a clear profile of the CBA in the local church. Copies of the report were available for delegates.
- 2) A "Personnel Data Sheet," a project of the Personnel Committee and the West Texas Chapter, was developed, published and in use. It was devised to help in setting up a personnel record file for members and potential administrators of NACBA.
- 3) The Southern California Chapter had printed, and had ready for distribution, a brochure "The Church Business Administrator".
- 4) A new "Application for Membership" form had been developed.
- 5) Four issues of a newsletter "Quotes 'n Notes" had been sent throughout the year, by the North Central Chapter, to all members.
- 6) Four new chapters had submitted applications for charters which were granted in a business session of the conference - #13, West Texas; #14, Northern California; #15, Southern Wisconsin; #16, Heart of America (Kansas City area). Florida, also, had made an effort to be chartered before the conference ended, and it is recorded in the conference proceedings that they were, The Chapter itself, however, in a survey made in 1964, said its charter was received in Minneapolis in 1962.

The following actions of the Executive Committee were reported: They had raised the conference registration to \$12.50 to be able to print Conference Proceedings for everyone...They set up a budget with a list of accounts...They created the posts of Historian and Co-Historian...They authorized the issuance of a 5-year attendance certificate for those who will have attended five conferences, including Tulsa.

A list of other concerns was brought by the Executive Committee to the conference for discussion and, in some cases, action:

They had felt, (and had recommended to the membership through "Quotes 'n Notes") that the constitution should be amended to include the immediate past president in the Executive Committee. This was approved.

Also approved was their recommendation that a common symbol be adopted. Two drawings had been submitted prior to conference. One had been used on the brochure prepared by the Southern California Chapter and on the 5 year certificates. It was accepted and has continued to be used on association publications and was later made into a pin.

The other items of concern were in the nature of seeds planted for future action. The committee, and especially, the National Secretary had discovered the need for a placement service and for a closer relationship with chapters. They had discussed the possibility of securing an Executive Secretary and felt the need to be great but the stumbling block "is dollars". Their conclusion: "whether or not anything will ever develop in this area of service will depend upon the demand for Church Business Administrators and the extent to which protestant denominational headquarters will recognize and co-operate with us as an independent church worker's association.

The publication of papers or studies should be encouraged - not only for the benefit of members but for churches-at-large, especially, for the smaller churches who do not have administrators. This thought led to the suggestion that there should be a Publications Committee for screening all such papers.

Attention was called to a need for a closer working relationship with denominational offices. The National Vice President, Ken Zinn, had begun the formulation of a list of denominational leaders in order to keep these officers informed about NACBA.

Another significant action of the conference was this:

The Professional Training and Standards Committee, composed of these members, Kenneth Smith, Chairman; Bryan Brawner, Kyle Hobin, and Dean Willis, made the following statement: "In the area of formal training opportunities, your committee considers it advisable to move with extreme care in order that interested educational institutions as well as interested individuals desiring training may not be misled nor disappointed. To insure an orderly development, we recommend that a standing committee of not less than three nor more than five be created to be known as the committee on Professional Standards and Training and that this committee shall serve for five years, with the first committee members appointed for 1,2,3,4, and 5 year terms."

The other paragraphs of the recommendations provided that the president and secretary of NACBA be ex officio members; that the Committee work with interested educational institutions in the development of a program to provide adequate training opportunities; that it be authorized to file applications in the name of NACBA for grants in aid with foundations that might consider such applications; that the committee be authorized the possibility of securing scholarships in units of \$200 each from local churches represented in the NACBA; that NACBA sponsor one seminar and/or workshop in the summer of 1962 and that it have the full authority to work with an educational institution which may be disposed to co-operate - that the seminar and/or workshop be held in June and not be less than ten days nor more than three weeks.

The recommendation of the committee was adopted. (There was no explanation of why the committee on Professional Training and Standards should have recommended a standing committee on Professional Standards and Training...the old name had become quite familiar - enough so, that it continued to appear in print frequently - even by ones who had proposed the new name.)

The Conference Program included several new features...a divided opening session with Ninetta Dack, Bryan Brawner, and Ken Zinn taking New Commers for orientation; and Ken Marshall, Ken Smith, Bill Schwantes, and Dean Willis presenting review material for the others...a dedication service for CBAs and their families...an installation service for new members...25 men and 2 women received the first 5 year attendance awards...There were some of the old standbys which always have a place on the program: Budgets, Personnel, Stewardship, Wills. There were also a couple of new subjects -- still about money, but new: "Construction and First Mortgage Loans for Churches", and "Community Welfare and the Administrator"...and there were ten "minors" with delegates selecting their own discussion groups. Dr. Kenneth McFarland, Educational Consultant and Lecturer, General Motors was the banquet speaker.

Highlighting the Fun Time was the bus trip to Woolaroc - one of the most outstanding Western and Indian Museums in the entire country, nestled in the Ozark Hills, surrounded by elk, deer, and buffalo. Indian dances and a real western buffalo barbeque were the order of the day. It was at Woolaroc, with real Indians, that President Leif Larson was dubbed "Chief Foot-in-Mouth"...For the ladies, there was a style show and luncheon, a book review, and a tour of the Frankoma Pottery plant.

Through the year, there had been the first Newsletter -- Quotes 'n Notes.

Officers elected for the ensuing year were:

- President - Ken Zinn, Business Manager, LaJolla Presbyterian Church, La Jolla, Cal.
- Vice-President - W. Dean Willis, Business Administrator, First Baptist Church, Dallas, Texas
- Secretary - Carroll Fitch, Business Manager, Riverside Church, New York, N.Y.
- Treasurer - Zeb E. Barnhardt, Executive Secy. - Treas., Business Mgr., Centenary Methodist Church, Winston-Salem, North Carolina
- Past President - Leif Larson, Executive Secretary, Central Lutheran Church, Minneapolis, Minnesota
- Board Members - Herman H. Beck, Whittier, California (1964); Eric Hubert, Tulsa, Oklahoma (1964)

With the installation of the new officers, the 5th Annual Conference and the the first four glorious and fruitful years of NACBA came to a close.

1961 - 1962

As the fifth year began with President Zinn at the helm, officers and committees began to work on assignments and to make preparations for the SIXTH ANNUAL CONFERENCE, to be held in the "Land of the Sky Blue Waters" in the city of beautiful lakes, Minneapolis, Minnesota, July 16-20, 1962.

Printed during the year and available for distribution at Conference were (1) the CBA Brochure, reprinted by Dallas; (2) A Manual on Personnel Procedures, by the Tri-State Chapter; (3) Office Policies and Procedures, Southern Wisconsin Chapter; (4) Fire and Emergency Procedures, Northeastern Chapter; (5) Study of Fringe Benefits, Florida Chapter.

During the year, five issues of the newsletter, published by Southern California Chapter had gone out to the membership.

The Colorado Chapter was reorganized and the Charlotte Chapter, renamed Carolina. Chartered were Pacific Northwest, #18; Southeastern (Georgia), #19, Louisiana, #20.

In the death, on January 1, 1962, of Dr. Wm. Leach, Editor of Church Management magazine, NACBA lost a dear and faithful friend.

A study was made concerning tax exemption for house allowance for the CBA; strong feelings pro and con, were advanced but members were advised that each denomination would have to set its own standards.

During the year, Secretary Carroll Fitch, represented NACBA at the annual conference of the National Association of Temple Administrators in Washington D.C.

The Conference Program dealt with these subjects: Parish Papers; Employee Benefits; Machine Bookkeeping; Food Service; Budget Preparation; Church Responsibility in Public Relations; Wills and Bequests; Care and Handling of Monies; Profit Projects?; Principles of Business Management; Planning; Control; and Personal Relationships.

Again, the keynote speaker was a nationally known one, The Honorable Walter H. Judd, Congressman, who talked on "What is Happening in Asia and the Pacific," leaving delegates with the question, "What can the church do about it?"

It might be of interest to note that the cost of the nine conference meals was \$15.25.

A luncheon at St. Mary's Greek Orthodox church...yachting on beautiful Lake Minnetonka...a vesper worship hour on its grassy shore...a buffet dinner at the Lafayette Country Club...and the Little Singers of Central Lutheran were long remembered pleasures.

Officers elected for 1962-63 were Dean Willis; Carroll Fitch, Kenneth Marshall, and James Sampson. John Fischer and Robert Dobbin were named to the Board of Directors.

The time for the next conference was reaffirmed for July 15-19, 1963, and the place was Orlando, Florida.

1962 - 1963

"The most beautiful inland city" (Orlando, Florida) was the setting for the SEVENTH ANNUAL CONFERENCE, with Robert L. New, Business Manager, First Baptist, Orlando, and the Florida Chapter, as hosts for the 144 members from 31 states. Delegates represented 11 denominations.

As attested by the accomplishments reported at the conference, President Willis, the other officers, committees, chapters and individual CBAs, had experienced another busy year.

Forty hours of classwork were completed by 34 CBAs at a Pilot Seminar held in Dallas, Texas, under the direction of the Professional Standards and Training Committee and the Dallas Chapter...Dr. Gilbert Stout, General Board of Lay Activities of the Methodist Church, the professor of record, was assisted by instructors from CBA ranks: Mr. Robert Doty; Mr. Orion Waters; Mr. Leif Larson; and Mr. Edward Wyckoff. "Special credit", said Mr. Wyckoff, "Should be given to the co-ordinator of the project - Mr. Bryan Brawner."

President Dean Willis represented the NACBA at the Conference of NATA, National Association of Temple Administrators, meeting in Houston.

The Executive committee authorized the president to write all members, urging them to write Congress in opposition to the proposed "itemized deduction" provision of the tax program.

The NACBA pin, developed by the Southern California Chapter, was on sale in Orlando. The first pin was presented to President Willis.

Attention was called to a violation of our constitution...Applications for national membership are being received with notation that the local chapter has already received the membership...This is in reverse order and should be discontinued.

A letter was received from the military asking about the possibility of NACBA membership for Chapel Administrators...Wholesale memberships were denied. Any individual chapel administrator application would be processed in the same fashion (just what did they mean by that?).

Constitutional changes were made involving Honorary Memberships; Filling Vacancies; Duties of the Immediate Past President on the Nominating Committee...A By-Laws change related to Fall meetings of the Executive Committee.

NACBA continued to grow as evidenced by the presentation of two new charters: #21, to Northeast Ohio and #22, to Houston. Charter #3 was changed from Austin to South Central and Charter #12, from Northeastern to New York.

The offer of Church Management magazine to donate from 8 to 16 pages of each issue of the magazine to NACBA was gratefully accepted.

The Code of Ethics was received and wholeheartedly approved. (See page 22)

Prepared by the Committee on Professional Training and Standards, Bryan Brawner, Chairman; approved by the Orlando Conference; revised and made a part of the P.T. & S. Committee report; the following CODE OF ETHICS was printed for framing as a project of the North Central Chapter in 1964:

THE NATIONAL ASSOCIATION OF CHURCH BUSINESS ADMINISTRATORS

recognizes this code of ethics for a Church Business Administrator.

1. *The Church Business Administrator should be spiritually committed to Jesus Christ, and should regard his work as a Christian vocation.*
2. *He should live an exemplary Christian life that will bring honor to his church and respect to himself.*
3. *He should be vigorous; alert and temperate; a strong person striving to have all his faculties at their best; acknowledging dependence on God in all things.*
4. *He should maintain a pleasant attitude in meeting people and communicating with them effectively.*
5. *He should be trustworthy with confidential information.*
6. *He should strive to serve each member of the church impartially.*
7. *He should display a genuine loyalty to his pastor and cooperate wholeheartedly with other staff members in supporting the total ministry of the church.*
8. *He should set an example of good stewardship in his personal use of time and money.*
9. *He should maintain a well-rounded life in family and in professional relationships.*
10. *He should recognize the need for continuing professional education and training.*
11. *He should participate with professional colleagues in organized efforts to share new knowledge and development in professional practices.*
12. *The Church Business Administrator should accept normal community responsibilities but give priority at all times to his service in Jesus Christ and the church.*

“About Our Master’s Business”



There was a recommendation, approved by the conference, that Conference Proceedings be combined with a statistical and administrative report to be known as the Annual Report of NACBA: it was further recommended (and this by the Publications Committee, itself) that future reports be the responsibility of the Publications Committee, with the stipulation that two members of the Conference Program Committee be included in the membership of the Publications Committee...The Committee's recommendation that \$2.00 of the Association's membership dues be used to cover the estimated cost of the Annual Report, was also approved, as was their recommendation to take steps to copyright material published in the official name of NACBA.

The first Honorary Life Memberships were presented to Orion Waters, Charles Rouse, Burton Stayton and Ralph Wagner.

The historians had been working, Ninetta Dack, at writing a brief history of NACBA to be included in a small booklet, "Constitution, By-Laws, and History", edited and printed by the Oklahoma Chapter to be given to each member; and Lucile Brockett, in preparing scrapbooks - one for each of the two immediate past presidents, Leif Larson and Ken Zinn.

Certificates of Office were presented to the new officers and to each person who had served as an officer of NACBA in the past.

The study of the need for an executive secretary continued.

Conference Program subjects were: Wills, Endowments and Bequests; Staff Relationships; My Place as a Senior Minister; The responsibilities of Lay Officers; the CBA's responsibilities; Church Package insurance (this one cut the insurance premiums of churches across the country); Protestants and Other Americans United; Successful Stewardship; Budget Promotion; Capitol Funds; Personnel Seminar and Workshop; The Church's Community Responsibility; the CBA's Personal Relationships with His Congregation; the 6 Best Ideas of 1963--all interspersed with 45 minute Electives: the Elements of Good Committee Work; Budget Preparation; Better Methods Program; Management of Physical Property.

A real fun time was the exciting afternoon trip to Cypress Gardens...even though some of the garden was seen between showers.

The Banquet Speaker, in his address, "Moon Madness", had everyone taking a look at the way his money and his energies were being spent. He questioned the wisdom of our "trying to make it" to the moon.

Officers elected were Carroll Fitch, John Fischer, Edward Wyckoff, and Ruth Miller. James Langdon was elected to fill the un-expired term of John Fischer on the Board; James Lemon and Walter Schauman elected to the 1966 class.

The time and place of the Conference two years hence was for Portland, in July of 1965.

The time for next year's conference, July 20-24, 1964, in Kansas City, with Heart of America as the host chapter.

1963 - 1964

The EIGHTH ANNUAL CONFERENCE, in Greater Kansas City, under the leadership of Carroll Fitch, revealed quite plainly the work that had been in progress through the year:

A New High For Membership, 411 against 351 a year ago, was registered.

A Special Research Project and Report - The CBA, a Christian Vocation was available at the conference...the work of Edward Wyckoff who had spent seven months doing exploration in-depth regarding the whole field of CBAs in the local church.

Following Mr. Wyckoff's presentation, came the famous Brawner Report...a report based on the Wyckoff research, in which Mr. Brawner expressed thoughts about the Imperative Actions Which He Believed Must Now Be Taken If NACBA Is To Move Forward. His talk resulted in the following action:

"that the Executive Committee of the NACBA is authorized to prepare Articles of Incorporation; to file such Articles...in whatever state it chooses; and to take whatever steps are necessary for securing both State and Federal tax exempt status. Incorporated in this resolution, is the authority for the Executive Committee to act in behalf of NACBA to fulfill requirements necessary to incorporate."

Still under the spell of seeing things happen, the conference instructed the Executive Committee to appoint a Long Range Planning Committee "to undertake the study of future opportunities and requirements of the association...such a study to include the development of a job description for the position of Executive Secretary; the creation of permanent headquarters and staff; and the financial implications involved.

This conference saw the beginning of the Training and Certification Program -- A "workshop" in connection with the Kansas City Annual Conference, on a more or less experimental basis, according to the committee...Carroll Fitch said of it, "The significance of what has been augmented this week may not be understood for a long time, but I am willing to play the prophet and predict that the time will come when the beginning of the Training and Certification Program will be recognized as a landmark."

Listed in the Kansas City Proceedings are the names of 122 CBAs who received certification as Fellows in Church Business Administration.

A working relationship was developed with Church Management magazine - the inclusion of the "Church Administrator" section in each issue. Darrell Middleton became the first editor.

For the first time a delegate from overseas attended...Mr. Masawa Tanaka, Hawaii.

A decision was made to permit active members to retain membership for a period of one year (with a request in writing), if dues are paid and he is trying to re-locate.

The Executive Committee was asked to consider having no less than six members on all committees...on a rotating class system basis.

The Tennessee Chapter was given Charter #23, and the Erie-Ontario Chapter, #5 which was originally the Ft. Worth Chapter number.

The Conference Program, for the first time, had begun on Sunday - to accommodate the Training and Standards Test and Workshops:

Church Finance and Business Law, by Robert R. Doty, Ft. Worth, Texas
Protestant Theological Concerns, by Bryan Brawner, Dallas, Texas
Property Maintenance and Insurance, by W. Dean Willis, Dallas, Texas
Office Management and Personnel Administration, by Sidney D. Smith, San Marino, Cal.
Communications and Public Relations, by Kyle Hobin, Dallas, Texas
(...These, in addition to a mental ability and aptitudes test to start the whole thing off).

Other program subjects were: New Frontiers in the area of Stewardship and Church Finance; Resolved, Church Property Should be Taxed; Talk Back; Long Range Security Through Endowments and Foundations; Data Processing; Microfilming; Personnel in Depth (led by a director of training in pastoral care and counseling, Menninger Foundation).

Highlights of the conference: A dinner and program at the Temple B'nai Jehudah, with the president of the National Association of Temple Administrators in charge, the presentation of the Code of Ethics for CBAs, and the Starlight Theatre performance, starring Ginger Rogers.

Elected to office for the ensuing year were John Fischer, Zeb Barnhardt, Warren Baird, Roy Ramsour. Directors, Clarence Leonard and Victor Criswell (1967).

The time for the Conference two years hence was the third Monday in July, in Dallas; the time re-affirmed for the 1965 conference was July 19-23, in Portland, Oregon.

1964 - 1965

Portland, Oregon, "The City of Roses" and of Majestic Mt. Hood, was the site of the NINTH ANNUAL CONFERENCE with the Northwest Chapter, (Lester Van Fleet, President) as host. Westminster Presbyterian, with James Sampson, Administrative Assistant, was the host church.

A big new step was taken in Portland: NACBA became NACBA, Incorporated, as of June 17, 1965, registered in the city of Minneapolis, Minnesota. Articles of Incorporation and By-Laws were made a part of the business of the conference. Appropriately, J. Tillman Carter, who served as president of the temporary organization prior to the formation of the national association, gave the devotional message at the opening of the business session. Bryan Brawner, first national president, presented the resolution transferring all NACBA assets to the new corporation; Ed Wyckoff moved that the total assets of the unincorporated body be received by NACBA, Inc. - both of which passed unanimously! Each delegate received a copy of the Articles of Incorporation and the By-Laws.

In the notice to incorporate the statement of purpose of the organization is quoted: "To be the extension of the kingdom of God through the meeting of Church Business Administrators in a program of study, service, fellowship, exchange of information, and problem discussion, which will lead toward a deepening and strengthening of their own spiritual lives, and the betterment of the Christian Church throughout the Nation."

Signing the Articles of Incorporation were the Board of Directors: Carroll B. Fitch; John G. Fischer; Zeb E. Barnhardt; Roy C. Ramsour; Warren E. Baird; James D. Langdon; Robert Dobbin; James Lemon; Walter S. Schauman; Clarence G. Leonard; and V.E. Criswell.

The Publications Committee was authorized to proceed with the publication of a booklet on "Questions and Answers About NACBA" which the Carolina Chapter had offered to print.

The conference again recognized Church Management as the official medium for NACBA and approved the acceptance from it of \$1.00 for each subscription or renewal made by a CBA...Mr. Eric Hubert was named to succeed Darrel Middleton as editor of Church Administrator.

The Annual Conference Proceedings, it was decided, should be carefully edited to emphasize the professional and technical aspects of the conference. An outline of what it should contain was determined, as was the format. The cost of publication is to be included in the Annual Conference budget...and the host chapter was instructed to explore the possibilities of having it published by some firm for its advertising benefit.

Gateway (St. Louis) Chapter was given Charter #24; New Mexico, #25.

The "grandfather clause" which permitted CBAs with a certain number of years actual experience in church business management to be certified without examination, was ordered eliminated as of January 1, 1966.

The Conference Program, again beginning on Sunday offered two workshops: "The Theory of Office Management and Personnel"; and "The Theory of Property Maintenance and Insurance" with Sidney Smith and Dean Willis as leaders. Testings, spaced throughout the conference, resulted in 32 new F.C.B.A. certificates, for a new total of 154.

There were two subjects, New Dimensions in Church Finance" and "Dynamics of Church Public Relations", continuing throughout the conference to give, for the first time, an in-depth study of these subjects. Interesting and informative "short courses" were thrown in between lectures: The Church in Television; Guidelines for Writing Church News; How Do You Rate As A Church?; Inside Information for the Church Staff and Lay Workers.

Highlights of the Conference, according to most everyone, were becoming NACBA, Incorporated; Salmon Bake at Mt. Hood's Timberline Lodge; and the beauty and savory taste of the food prepared and served by Westminster Church.

Elected to office for the coming year were Zeb Barnhardt, Kyle Hobin, Warren Baird, Walter Schauman; and for the Board, F. Bryon Cory and Franz Hisey, to fill unexpired terms; and Jim Martin and Lester Van Fleet (1965-1968).

Chicago was named the site for the '67 conference...July 18-21 was re-affirmed as the time for the 1966 one, in Dallas.

The newly elected members of the Executive Committee and the retiring officers remained in Portland for two extra sessions for a transfer of files and records and a briefing of responsibilities.

1965 - 1966

For the Tenth Anniversary Conference, July 18-21, 1966, delegates were back where they started, with many of the same old gang around to welcome their return with that famed Texas hospitality. In his review of the year, President Zeb Barnhardt called it a "year of achievement".

Among the outstanding accomplishments and events highlighted by his report were these:

- 1) The seminar for ministers sponsored by the West Texas Chapter
- 2) The two secretarial workshops of the Oklahoma Chapter
- 3) The work of a newly appointed committee to begin a survey, in co-operation with the National Association of Temple Administrators, to determine the need for developing a uniform system of accounting procedures for churches and synagogues.
- 4) The publication and distribution of the brochure, "Questions and Answers about NACBA," prepared under the direction of Darrell Middleton and the Publications Committee of the previous year, with the Carolina Chapter underwriting the cost of the first 1,000 copies.
- 5) "The Church Administrator" section has continued to appear monthly in Church Management magazine and has helped keep association members informed and in touch with one another. Eric C. Hubert was NACBA Editor; Norman Hersey, owner and editor of the magazine. The National Association re-affirmed its purpose "to continue to recognize Church Management as the official medium of NACBA".

Much of the action of the conference business sessions centered around the report and recommendations of the Long Range Planning Committee, Kenneth R. Zinn, Chairman. The Committee presented eleven recommendations which had been previously mailed to members.

The recommendation that we move away from a vacation oriented conference and have an annual professional type conference, at a central location, was amended to read, "this recommendation is to be used only as a guide for the time and place committee."

Seven of the ten remaining recommendations were accepted...That the conference be established to meet actual costs and that the proceedings go to every member (the association to pay out-of-pocket costs over and above the costs for delegates copies) ...That a National Office be set up in Minneapolis and staffed with an administrative type secretary...That the program of regional counselors be established...That an additional vice president be approved, with the first vice president, assisted by a standing conference committee, being responsible for the conference program...That the requested dues increase be approved but spread over a period of three years... That an Ad Hoc committee be named to work toward securing special gifts...That the Finance Committee be instructed to keep the matter of Wills and Legacies before the membership.

An attempt to re-define and clarify Memberships was referred to the Personnel Committee. A committee on Articles of Incorporation and By-Laws was established.

The Delaware Valley Chapter was given the Charter #11, the number previously held by El Paso; and the name of Southern Wisconsin was changed to Wisconsin. The Oklahoma Chapter received recognition for having 100% of its active members in attendance.

The Newsletter is now to be published three times a year - November, February, May and the Chapter of the president is charged with its publication.

The Executive Committee was asked to arrange with a chapter to print the Articles of Constitution and By-Laws and the up-dated History in booklet form.

The Program: "The Nature of the Church we Serve" - a series of three lectures; a group of electives: The CBA in the Multiple Staff, Electronic Data Processing; Effective Committee Work; The Art of Financial Reporting; Volunteer Services; and Purchasing...And a chuck wagon dinner with its sour dough biscuits, and fellowship hour at Lake Sharon; and a visit to Six Flags were entertainment features. The never-to-be-forgotten dramatic painting of the Day of Pentecost by the artist, Torg Thompson, and his story of the work was a dynamic highlight of the banquet, held for the first time on the final night of the conference.

Officers elected were Kyle Hobin, Edward Wyckoff, Robert New, Norman Swenson, Kenneth Masters. For Directors, Corene Boettcher and Ralph Chaney (1969); Leon Naffziger, to fill the unexpired term of Clarence Leonard.

Colorado Springs was named as the conference site for 1968; the time for the 1967 conference was re-affirmed for July 17-21 in Chicago, Illinois.

1966 - 1967

NACBA's tenth year was another one of progress as evidenced by the report of President Hobin to the Eleventh Conference assembled in the Knickerbocker Hotel in Chicago, with the Chicago and Wisconsin Chapters and their respective presidents, Norm Swenson and Gaylon Thomas, as hosts.

Prior to the Conference, a national office had been established in Minneapolis with Sharlie Wikman as a part-time Administrative Secretary.

A Regional Counselor program was functioning across the nation. Two additional regions were named at the Chicago Conference making eleven in all--one of them with two counselors.

The Annual Conference program had been placed under the first vice president, and Ed Wyckoff had been taking care of the job very effectively; Bob New had been working effectively as a new second vice president, with a new responsibility -- that of Membership promotion and Chapter development. He came to Chicago with a long list (4 pages) of prospects, listed according to their nearness to Chapters, with the idea that Chapters would assume responsibility for contacting them.

Eric Hubert, because of a change in position, had resigned as editor of the CHURCH ADMINISTRATOR and Eugene Kempe had been appointed to the office.

A Special Gift Committee had been established with the responsibility of developing a program for securing special gifts, denomination benevolent gifts, grants and foundation gifts.

An Articles of Incorporation and By-Laws Committee had been appointed to review the practices and operating procedures of NACBA prior to incorporation and to study, in light of the present operation, whether changes need to be made.

Through the Newsletter media, the membership was kept informed of the actions of the Executive Committee as requested.

Changes had taken place during the year in the lives of some of those to whom the organization had looked for leadership: Warren Baird, a national secretary for two years (1964-1966), had taken his family to Costa Rica for mission work; Ninetta Dack, the second national secretary and co-historian, resigned because of ill health; Dean Willis (62-62') president, left First Baptist, Dallas, to become controller for Buckner Baptist Benevolences in Dallas; Dr. Clair Anderson, who had served in several capacities, the latest being regional counselor and chairman of the Long Range Planning Committee, left Village Presbyterian, Prairie Village, Kansas, to become Administrator of the Presbyterian Kansas City Manor; Eric Hubert, editor of the "Church Administrator" and a member of the Board of Directors, left St. Paul's Episcopal, Oakland, California, to become administrator of the Towers, an Episcopalian Retirement Manor.

The closing event of the 10th year was the eleventh annual conference. From all over the United States, one hundred eighty-five delegates, many accompanied by their families, "flew" into the "Windy City" on the shores of Lake Michigan. The total attendance was 329, representing 32 states and 12 denominations.

Taking a look at the business of the conference, it is safe to assume that President Hobin was rejoicing in the fact that, at last, the Association had a paid secretary ...one who seemed to know what she was about even at her first conference. Sharlie Wikman made a good impression!

During the Business Sessions the program concerning Wills and Legacies was transferred from Finance to Special Gifts. Article 6 of the Articles of Incorporation was changed to provide for an Emeritus membership for an active member in good standing upon application to the Executive Committee - such a member not to be eligible to hold office nor required to pay dues. All persons previously listed as Honorary were automatically granted the Emeritus relationship; also provided Honorary Memberships ...application to be made in writing to Executive committee. The Personnel Committee asked that further study be made concerning active and associate memberships.

The Long Range Planning Committee's recommendations were approved that the Executive Committee proceed...to obtain the necessary financing to establish the office of Executive Secretary...that the Executive Committee establish standardized procedures and methods for the placement of personnel...that an effort be made to secure the presence of denominational leaders at conferences, seminars, workshops.

The Publications Committee asked consideration for having the Newsletter combined with Church Management's Church Administrator section; but lacking that, the Newsletter be published quarterly by the chapter of which the president is a member.

As of the last conference, there were 178 FCBA's; nine are to be certified at this conference: 102 others have begun the process leading to certification...An evaluation of the present format of the Seminar and Testing Program is underway.

Charter #26 was presented to the newly formed Middle Atlantic Region Chapter, Gordon Wilson, President.

Southern California reported the beginning of a series of meetings with the Fuller Theological Seminary in Pasadena for the development of a model for a working relationship between an NACBA Chapter and a nearby seminary. One pilot course, where a member of NACBA has presented three one-hour lectures to Practical Theology students at Fuller, has been carried out.

The Program consisted mainly of Seminars and Talk-Backs: Christian Family; Money Management and Estate Planning (three sessions, repeated); Electronic Data Processing (two sessions)...What a CBA should know about himself...How to use the church phone effectively...Church Lay Personnel (2 sessions)...Intra-Personal Communications...The Secrets of Communicating our Emerging Role to the Congregation...Maintenance and Management of Church Property.

For inspiration, there was a talk on "How to Make Your Church Go, Grow, and Glow"... and for deep, sober meditation, an address, "Ecumenicity - Where are We Going?"

The serious study opportunities of this fast moving conference, which was confined to the hotel, were broken now and then with such hilarious happenings as that of the Texas Guys and Dolls in their dramatic (?) presentation of "A Day In the Life of a CBA".

Officers elected for 1967-68 were Edward Wycoff; Kenneth Marshall; Kenneth Smith; Sydney Smith; Arnold Straka and past president, Kyle Hobin...For the Board, Bryan Brawner and Carroll Fitch (1970).

In addition to re-affirming the 1968 Conference for Colorado Springs, the Time and Place Committee had two other dates set; Houston in 1969; Oklahoma City 1970.

1967 - 1968

Two churches shared the honor of hosting the TWELFTH ANNUAL CONFERENCE - The First United Methodist Church, Colorado Springs, and the First Presbyterian Church, located nearby.

President Edward Wyckoff found himself greeting 196 delegates, plus 16 observers - the largest registration ever!...Sixty-one new members had been received during the year...Forty First-Timers registered at the Conference.

A new NACBA Handbook for Chapters and Regional Counselors had been produced and was distributed to presidents and counselors by Ken Smith, second vice president; and Gold Emeritus Membership cards had been prepared for distribution to 28 retired CBAs.

Sending the Question and Answer brochure to the 217 denominational offices, was approved.

A budget of \$150 was allowed for the editor of the Church Administrator; it was directed that the address of the National office appear on the Masthead in Church Management magazine - as well as on all NACBA publications.

The Three Rivers Chapter was given Charter #27.

The Program Committee recommended a meeting during conference between the present and next year's host chapters to discuss the Conference setup...that there be an annual evaluation sheet to assist host chapters...that there be careful planning between the Program, the Standards and Training, and the Publications committee to better schedule activities and better publicize the conference.

The fact was recognized that the competitive spirit, which formerly prevailed in seeking the role of host chapter for the conference, had been absent for the past two years...A Standardized Application Form for Hosting a Conference is in the making and will be sent to all chapters.

Church Business Administration - an Emerging Profession, a book by Dr. Robert Gray, a member of the Oklahoma Chapter, was offered for sale...sponsored by the Chapter.

SIS. A PROGRAM OF SUPPLEMENTAL INTERNAL SUPPORT, soliciting 250 members to pledge themselves to raise one or more units of \$100 annually for a period of three years for the purpose of building a fund to start us off on the Executive Secretary program, was offered by Carroll Fitch, Chairman of the Special Gifts Committee. It was announced that as of July 16, all officers and members of the Board had pledged participation. Approval was given to distribute the report to members not in attendance.

The Program presented Electives (repeated three times): Finance (Budget Preparation, Fund Raising, Operating Budget, Care, Handling and Reporting of Monies)...Property (Insurance, Maintenance, Kitchen and Dining Room Problems)...and General Administration (Church Publications, Procedures, Long Range Planning).

Other subjects were "Working With People"; "Referral"; "Interpersonal Communications

in the Context of Church Administration"; "Government Tax Encouragement to Charitable Giving"; "Tax Aspect of Outright Gifts"; and "Tax Aspect of Life Income Plans and Bequests."

For fun, there was a Western Round-up Dinner at the Gateway to the Garden of the Gods...For fun, plus inspiration--the banquet, where president Ed Wyckoff's "Country Cousin, who had come to town on a surprise visit", kept interrupting everything and everybody trying to get Ed to take her home...and where Dr. Lawrence Lacour, pastor First Methodist, Colorado Springs addressed the assembly on the subject, that he called the number one problem of our time: "The Art of Getting Along With People."

Officers elected were Kenneth Marshall, Kenneth Smith, Sydney Smith, Clayton Spranger, Robert Dobbin and past president Edward Wyckoff, Directors, Class of 1971, were Robert New and Duane Tietze.

Oklahoma City was announced as the site of the conference two years hence; for the 1969 Conference, Houston, Texas.

1968 - 1969

An unexpected National Holiday was declared for the opening day of the THIRTEENTH ANNUAL CONFERENCE... The Houston Chapter claimed they had arranged it in honor of the conference - just the usual Texas thing to do. The president of the United States said it was because a man had walked on the moon on the day before, Sunday, July 21. Ken Marshall, president of NACBA, may have felt that it was a reward for the achievements of the year.

It was a year of shock: the Second Vice-President, Sydney Smith, had resigned to go into a new field; then came the news of the sudden death of Edward Wyckoff, Immediate Past President; and shortly thereafter, the death of former president, Leif Larson.

A Memorial Trust Fund was established with monies received in memory of deceased members. On recommendation of the Finance Committee, dividends from the fund will be used for textbooks for a lending library to further the education of CBAs.

Only \$1,900 has been collected to date on the Supplemental Internal Support project but for the first time, a denomination (the Methodist) made a generous gift to NACBA (\$2,000). A \$1,000 commitment has been made by the Christian church.

A Membership and Personnel Survey, conducted by Jack Dustman, on why CBAs leave the profession and why churches do not replace them with another CBA, was reported...A card file, also developed by the committee, revealed that only a few members are providing all the leadership...which fact led them to recommend to the Nominating and Executive Committees that efforts be made to broaden the base of leadership.

On the premise that ALL members should be able to avail themselves of any phase of the training program at any time, also that the four hour seminar with testing period on Professional Standards and Training began an experimental program - OFFERING TWO CORRESPONDENCE COURSES WITH OPEN BOOK EXAMINATION.

The first, Christian Perspective, involved nine titles and an open-book examination of 13 questions, requiring 8 pages of typed answers.

The second, Personnel Management, required a single text and a nineteen page examination.

The experiment resulted in the Committee looking toward the integration of our training structure into the Annual Conference program. This year, seminars and testings were arranged to relate to the total program, beginning with the time for conference registration and continuing as the first item in the program (7 a.m.) each day of the conference...Of the 64 active participants in the certification program, 18 are expected to complete requirements for certification at Houston.

A slight departure from previous conferences was inaugurated when a segment of 3 1/2 hours was provided early in the program for denominational meetings.

A breakthrough! Men of the Minneapolis Chapter had lectured to classes at a nearby Theological Seminary.

52 new members were received during the year - 36 were lost, leaving a net gain of 16; 41 first-timers registered at the conference.

A committee was set up, under Bryan Brawner, to prepare a job description and feasibility study on the position of Executive Secretary.

Approval was given the recommendation to change the By-Laws, 10.1, to require a 2/3 vote to amend.

The Program began with Monday afternoon Denominational Meetings but the first assembly was in the evening at a "Welcome-to-Houston-Let's-Get-Acquainted" party with Cliff Elkins, General Conference Chairman, presiding... Worship programs were scheduled for each morning with Dr. P.D. O'Brien, Second Baptist Church, Houston, (Cliff's minister) as the speaker.

"Stewardship: is it Relevant Today?" was the opening address, followed by Stewardship and Finance Electives (3) presented by Methodist, Baptist, and Presbyterian denominational leaders (each repeated to give everyone an opportunity to attend more than one). Then there was The Church Staff Panel...The Houston Open (in which CBAs convened in nine small groups to discuss local church problems.)...Judge "The Six Best Ideas of 1969;" (1) The Wedding Committee; (2) Public Relations Material; (3) Form for Analysis of Employee Compensation; (4) Establishing of Lectureship to Graduating Seminarians; (5) Estate Planning Seminar and (6) Information from Outstanding Churches in America...and finally, a day of Management Procedures (4 sessions).

A successful pastor and author, Dr. Charles Allen, the banquet speaker, "let us in" on some of the success secrets. His speech ended in these words "...we tend to think in terms of masses. I think we need to go back again in the importance of one person."

For fun, there was a barbecue and a baseball game at the fabulous Astrodome.

There was a note of excitement: the landing of our astronauts on the moon coincided with the opening of the conference...and the perfectly timed N.A.S.A. program provided an evening of sheer delight that left most everyone with a better understanding of why the U.S.A. spends the money it does in the space program.

Elected officers for the ensuing year were: Kenneth Smith, Robert New, Robert Latta, Eugene Kempe, Robert Dobbin. Directors: (to replace Robert New) Franz Hisey; for 1972, Boyard Rowe and David Ferguson.

Oklahoma had been scheduled for the 1970 conference but the Executive Committee and the Oklahoma Chapter agreed that there was sufficient reason to postpone it until 1971. So for 1970, the time, the third Monday in July in the San Francisco Bay area.

1969 - 1970

Boyard Rowe, his church, The First Congregational Church of Berkley, California; and the Northern California Chapter, were hosts for the FOURTEENTH ANNUAL CONFERENCE of NACBA.

Again, this year's activities, under the leadership of President, Ken Smith, were reflected in the reports made in Berkeley.

The recommendations of the Long Range Planning Committee which were approved included changing the title of First Vice President to President-Elect. (Later, in the Conference, Robert Latta became the first to hold this title); included a request that the Executive Committee study the Regional Counselor Program with the idea of providing continuity in its leadership beyond one year; and the request that a chairman, with a three year tenure, be appointed to work with the Chapter Development and Program Committee; also, that the Executive Committee make a feasibility study of a part-time, or a full-time, Executive Secretary and that, if feasible, the Executive Committee be instructed to employ him.

On recommendation of the Finance Committee a guideline for the expenses of the Executive Committee was outlined and approved...Two recommendations were indorsed which necessitated constitutional change; they were approved to be voted on at the next conference, (1) Changing the fiscal year to end June 30; (2) Increasing the dues to help meet the expense of an Executive Secretary.

An in-depth study of the Regional Counselor Program, the Chapter and the individual CBA was made by Robert Latta. His challenging report is recorded in the Proceedings under "Chapter Development and Promotion" and "Professionalism."

The Publication Committee asked that Clergy Journal, formerly Church Management magazine, continue to be used by NACBA...The change in name, which we had questioned, has resulted, they said, in getting our message to many more people. They also said that NACBA has received over \$100,000 worth of free pages since we had been given space in it. Eugene Kempe asked to be relieved of his position as editor of Church Administrator.

A motion to hold national conference every other year with regional conferences in the alternate years, was tabled until the third business session of next year's conference.

The Executive Committee had again heard a request that Air Force Chaplain Service Specialists be eligible for active membership. No action taken.

Two projects were completed by the Program Committee, (1) Preparation of suggested guidelines for use by a local chapter in preparation for an annual conference (see p. 45); (2) A suggested table of contents for the annual proceedings.

The Professional Standards and Training Committee won approval to go to a complete home study program for the complete curriculum this year. The bibliography was developed, open book examinations prepared, and the program ready to go in early April. With dropping the seminars at annual conference, there has been an effort to incorporate program in the Annual conference to complement the Certification Program... a tremendous amount of study and hard work for Robert Latta and his committee!

Several new members were attracted to NACBA through the article on the new course format written by Bob Latta and published in Clergy Journal

F.C.B.A. certificates were awarded to 9 CBAs

The members certified this year, will bring the total F.C.B.A.s to over 200

The program felt the influence of the Professional Standards and Training Committee: "Communicating with Church and Community", "Techniques for Creative Publications"; "Personnel Administration", (2 parts); "Personnel Time Management", (2 parts); and "Intra-Staff Relations, also 2 parts, were topics complementing the Certification Program. Other subjects were "Use of Facilities"; and "The Church is Relevant" - all interspersed with Buzz and Business sessions.

Of special interest was the city of Berkley itself with its main street so badly damaged in recent rioting and the evidence on every street of a different life style than most of the delegates knew...The "Do It Yourself With Our Help Tours", as well as the tours planned for Family activities, gave delegates a look at those "far west" places of interest...

A "different" and beautiful time was the 5 hour bus trip to Marin County with a walk into Muir Woods and dinner in one of the halls of San Francisco Theological Seminary.

Elected officers were Robert New, Robert Latta, (the first president-elect), Clayton Spranger, Victor Criswell, John Espie, and past president, Ken Smith. For the Board Mrs. Guy Barnes was elected to fill the unexpired term of Duane Tietze and Wm. Ross and Ed Curry were named for the 1973 class.

The Carolinas Chapter was selected to host the 1972 conference, the 4th week in July 1972. The time of the next conference was reaffirmed as July, 1971 in Oklahoma.

President Bob New's report, at the opening of the FIFTEENTH ANNUAL CONFERENCE, told that exciting things had been happening:

- 1) The Executive Committee expects to have a report before the end of the conference concerning the appointment of an executive secretary
- 2) Membership had been made available to fellow workers in the military service... Several Chaplain Service Specialists have become members
- 3) A chapter charter has been granted the Midlands Chapter
- 4) A revealing every-member survey had been conducted by Robert Latta in an effort to learn something of the strengths and weaknesses of our organization.

At the conference, several changes were made in the Articles and By-Laws, among them, an increase of \$10 in dues. Changes are printed in the Proceedings, p.4, and the Articles and By-Laws, in full, are printed at the back of the book.

During the second session, Mr. Maurice Saucedo, who had just retired after 20 years service in the Air Force, was introduced as the man chosen to serve as Executive Director. An annual expense of \$20,000 was projected - salary, fringe benefits, travel, part-time office secretarial help, and operating expenses. The new office address is 508 W. 31 Avenue, Belle View, Nebraska.

Robert Latta, Chairman of the Professional Standards and Training Committee announced a pilot Summer Seminar for CBAs to be given by Gustavus Adolphus College...a step he said, in our plan to incorporate college teachings in our certification program: Approximately 50 candidates were, at conference time, in the home study program. Five members received their F.C.B.A. credentials at Fountainhead: Dorothy Campbell; Edwin F. Johnson; Sidney C. Haygood, Jr. Joseph Minnich; and William Sharkey.

Gary Gray was introduced as the new editor of the Church Administrator section of Clergy Journal.

As an experiment of the Publications Committee, NEWSLETTER was published this year by Eugene Kempe, Chairman of Public Relations and Publications Committee. Heretofore, the quarterly publication has been the responsibility of the Chapter to which the national president belonged. The Committee made these recommendations which were "received unanimously"

That our publication be sent to those members who have left CBA and to those who are prospective members

That the book, Church Management Profession, by Gary Gray be sent to prospective members...and to ministers

That a monthly news sheet be sent to members, past members, and interested ministers

That the quarterly Newsletter be discontinued...because, with volunteer help, it "is not possible to put out a publication with as high standards as we wish."

Sharlie Wikman, our very efficient administrative secretary, since the opening of our Minneapolis office, was attending her final conference as an employee of NACBA...it's just too far for her to commute between Minneapolis and Belle View, Nebraska, the location of our new national office. Sharlie was presented with a beautiful gold pin in appreciation of her work for our association.

The Program - the printed one - was a bit different in style...Like, for instance, at devotional time, the program listing was "8:30 a.m. Good Morning, Lord"; or 8:30 a.m. "Today's Good News." At noon time, nothing much was promised: "a loaf of bread, a bowl of beans" - that was it! And in the evening, "Head 'em up...Move 'em out! Tsa - La - Gi..." (Not even Okie language...and no one ever reminds anyone who the program committee was.)

There were several Firsts:

(1) There was a Conference Chaplain, Neil Rimington, First Church of the Nazarene, Bethany, Oklahoma...(2) Conference headquarters was in a resort hotel -- Vacation elegance set amidst the rugged beauty of eastern Oklahoma Lake Country, that's Fountainhead...and its nicely appointed rooms, its cottages, tree houses, golf courses, tennis, swimming, horseback riding and water sports, all belonged to the nations CBAs during July 19-22, 1971...(3) This one, a first that will likely never be copied: John Lochridge, Official Oklahoma host, supervised things from a wheelchair, and used crutches for his program appearance, following an accident on his foot on the very first evening...(4) 15 year attendance certificates awarded for the first time: Those who had attended every conference were Henry Arney, Bryan Brawner, John Brelsford, Victor Criswell, George Jones, Robert Knighton, Kenneth Marshall, W.L. Schwantes, Kenneth Smith and Laadan Smith - all from that early Dallas chapter gang except one - Vic Criswell, who was an Okie.

Program topics were "Tough Minded Management", in three parts - each followed with time for "Teepee Thinking"; "Meet your Mate"; "Meet your Youth" - an effort to involve the entire family in the serious side of the conference; "Executive Stress and Strain" (2 parts); Electives: Data Processing, Budget Preparation and Control, Program Administration and Volunteer Services...There was no announced topic for the banquet speaker but the foundation which bears his name was formed to further his basic message "patriotism through religion" which would be as good a title as any for his fascinating message.

Of interest to the ladies - and even to some of the men: Ladies Luncheon and Indian Fashion Show at Arrowhead, a nearby vacation lodge.

The most exciting evening was the bus trip to Tsa-La-Gi and the Trail of Tears Drama - a living page out of the pre-white stage in Cherokee Indian history, shown in an air conditioned outdoor theatre so designed that no amplification is required to project the voice of the actors - a long to be remembered evening!

Officers elected for 1971-72 were Robert Latta, Clayton Spranger, Laadan Smith, Floy Barnes, Paul Elsenheimer and past president, Robert New; directors, class of 1974, were George Fischle and Roy Hudgins.

The time of the next conference was reaffirmed as July, 1972 and the place, Montreat, North Carolina.

1971 - 1972

So well received was the conference experience of the previous year, that there was little hesitation in again trying a vacation retreat area...198 delegates with a total of 402 people were registered at the time of the first business session of the SIXTEENTH ANNUAL CONFERENCE.

President Robert Latta, speaking of the activities of the year just ending, commended the work of Maurice Saucedo, Executive Director, and envisioned a change in operations with more of actual work of the organization being carried on by the national office with the Executive Committee acting more as a check and balance...

Epecially gratifying under the first year of operation with an Executive Director was the tremendous increase in communications.

The first issue of NACBA-GRAM -- a monthly report on the state of the association (except for October, January, April and July when the Newsletter is issued) made its appearance on September 1, '71.

The "Newsletter" turned into the nacba LEDGER; first printing, October 1971. INSTA-HELP began in November (the system whereby members who have handled certain unique problems with success may register with the National office so requests for help with the same problem may be referred to them).

Chapter Activity and better communication with denominations remained a concern and major challenge.

52 people were enrolled in the Home Study program; 20 in the Gustavus Adolphus College program. Five from that program and four from the Home Study group were to be certified in Montreat.

The total membership was 477, a net gain of 21 members...Fifty three first timers registered at the conference.

Placement service was extended to twenty five churches during the year...171 notifications were mailed to CBAs...59 CBA names were in the placement file.

Attendance certificates were given to twenty five persons...2 members had attended fifteen conferences; 5, ten conferences; and 18, five conferences,

Special Gifts Committee, Ralph Chaney, Chairman, reported \$1,500 in gifts during the year. New volunteer members had been added to the committee. They have accepted a goal for \$5,000 in special gifts during 1972-73. "The credit for the early work and success of the committee", said Chairman Chaney, "must be given to Glenn Lacy, Bryan Brawner, Don Trout and John Espie."

A part of the fun at Montreat was having Bill Schwantes, the 2nd. president of NACBA, serving as conference host; and it seemed like old times to have Dr. Caryle Marney as a conference speaker once again, (His first talk was at the 2nd. Annual Conference.)

"A View of European Splendor" was experienced by the conferees who made the trip to Biltmore House and Gardens, in Asheville, North Carolina.

Sad news of the year was the tragic accidental death of a former treasurer and a dear friend of many, Robert Dobbin, St. Paul, Minnesota.

Officers elected for 1972-1973 were Clayton Spranger, John Lochridge, Floy Barnes, Walter Matthews, Paul Elsenheimer. Directors: Ray Anderson and Lorin Hansen.

The time and place of the next conference: Minneapolis, 1973.

1972 - 1973

A look at the SEVENTEENTH ANNUAL CONFERENCE program was a bit disconcerting: "9:00 a.m. 'Last one into the Sandbox'...(What IS this, a conference for kids?)...but fears were all allayed when president Clayton Spranger and others began to report the years accomplishments.

Once again, COMMUNICATION had been stressed: in addition to the excellent work of Executive Director, Maurice Saucedo, a Bi-monthly printed letter went out from the president...He also turned out articles for the Ledger, the Clergy Journal, and the Lutheran Standard, all with the purpose of informing as many people as possible that there is an NACBA and that it is an alert, interested, vital organization.

Something new had been tried this year: having Chapters serve as national committees. It worked fairly well...And for the first time, delegates made reservations to have their pictures taken at the conference, to be printed later in the Proceedings.

The Special Gifts Task Force had tremendous success. With the seemingly impossible goal of \$5,000 they had set for themselves, they reported receipts of \$4,600.

From the financial report it was noted that the proposed budget for 1973-74 was balanced without subsidy.

There were, as of conference time, a total of 479 members - 412 active, 67 associate, There were 38 emeritus members.

Eight members were approved for certification - two through the Home Study program; six through Gustavus Adolphus seminars. A new avenue for certification, Mobile Seminars, under the direction of Dr. Gary Gray, had been approved; and among new programs under development, was one with Oklahoma City Southwestern College. When approved by the Executive Committee, it will afford, the fourth way of becoming certified.

The Clergy Journal, with Gary Gray as NACBA's contributing editor, continued to publish excellent articles in The Church Administrator section.

As recommended in the previous year, the Public Relations and Publications Committee became affiliated with the Associated Church Press. The national association, with the Religious Public Relations Council, and the Religious Convention Managers Association.

Reporting on Chapter Development, Florence Marquardt, President of Wisconsin Chapter, said a letter had been sent to all Chapter presidents eliciting replies on what needed to be done, as well as what was being done, by Chapters. There were 29 chartered Chapters with 23 being active.

Fun times: The delightful Home Talent Production of the North Central Chapter as it extended a welcome to conferees...The repetition (by request) of a couple of the 1962 entertainment features: yachting in the late afternoon on beautiful Lake Minnetonka - an experience made all the more enjoyable because past president John Fischer was again in charge of getting people safely into the boats; and dinner at the Lafayette Country Club, bringing back happy memories to 'old-timers and new pleasures to new-comers...Then, something new - the fabulous, nationally famous Torch Light Parade --a very good show, in spite of the rain that threatened, for a while, to spoil everything. It was fun to be in Minneapolis.

"Smoke Signals" was another feature reminiscent of 1962. The name had been given to the first conference News Sheet to honor Lief Larson, a North Central Chapter member, who, as national president, had been dubbed "Chief Foot-in-Mouth" at the Oklahoma Conference. "Smoke Signals", as used at the 1973 conference, was in his memory.

Officers elected for the coming year were John Lochridge, Floy Barnes, Cliff Elkins, Idus Owensby, William M. Fager, and past president Clayton G. Spranger...Directors: George Rush, (replacing Ray Anderson); Earl B. Sherwin and Louis Wofford, (1976).

The Time and Place Committee, for information only, reported an invitation to hold the 1976 conference in Colorado. On their recommendation, Florida was accepted as the place for 1975 and San Antonio, Texas was re-affirmed for 1974.

1973 - 1974

President John Lochridge called the EIGHTEENTH CONFERENCE to order, not on July 14, as announced the previous year, but on Wednesday, July 18, instead - a change made necessary by the national fuel shortage crisis...As conference plans were being made, the situation indicated that weekends would likely find all gas stations closed. So, for the first time, delegates met from mid-week through Sunday and held their annual banquet on Sunday night...On Sunday morning, members attended churches of their choice...Many simply walked across the street to Travis Park Methodist, where conference Chapel Services had been held and where President Lochridge was to be the Sunday morning guest soloist.

The first item of business was a correction of the printed program to show Eugene Osborne as treasurer rather than William Fager, who had been elected to the office in Minneapolis. Mr. Fager had been unable to serve because of illness and Eugene has been serving in that capacity.

For P.S. & T. it had been a year of growth and consolidation. "Just three years ago," said Chairman Joe Minnich, there had been 27 CBAs involved in active training; this year, there were 146 in the four existing approaches - Home Study; Mobile Seminars (NICM); Gustavus Adolphus College; and Oklahoma City Southwestern College.

...19 active members were certified as Fellows in Church Business Administration, Three NACBA members, from Germany, in the training program, were recognized...a new service was opening up to support the program: Don Goen, a member of the committee, had assumed the responsibility of setting up a central book deposit to loan books to members engaged in the Professional Standards and Training Program. Donations of books were encouraged.

...A special seminar, to introduce church business administration as a post-retirement career in smaller churches, was in the planning stage for June, 1975, at Bethany College in Kansas - a joint project of the college, the Lutheran Brotherhood, and NACBA. (Unfortunately, adequate enrollment did not materialize so this lab was cancelled.)

The change from twelve standing committees to three (with one-time task forces taking over the work other than that of Membership and Personnel; Finance; and Professional Standards and Training) was working well, so said Maurice Saucedo. He reported further:

- 1) that the updated national salary survey has been completed
- 2) that new Resource Guides had been added to the growing list, now totaling nine publications.
- 3) that a long sought goal has been realized in passing the 500 membership mark
- 4) that there were exciting plans for the year ahead. Which included (1) making available to churches across the country the NACBA Regional Consulting Service (designed to complement the Placement Service) whereby specially selected CBAs would be ready to respond (on a fee-for-service basis) to churches asking for help in determining management and personnel needs... (2) the fact that details on a NACBA Tax Sheltered Annuities Plan were soon to be announced... (3) the possibility of sharing courtesy chapter membership with the Religious Public Relations Council... (4) the announcement that a new Task Force, "Special Awards", was to be created to recognize the "Outstanding CBA of the Year."

Ralph Chaney, Chairman of Special Gifts Task Force was able to report that the goal of \$4,000 for the year had been exceeded by \$95.06.

A \$2.00 fee to be added to membership dues was approved to pay for our new printing procedures for the Ledger and Conference Proceedings.

The Program, billed in advance, by National Program Chairman, Vice-President, Cliff Elkins, as "some real meat in key areas" was just that. There were two-session presentations on Program Administration; the CBA and Personal Relationships; Financial Management; Office Management; and something about Investment Data Corporation. Thrown in for good measure, were Buzz Sessions and Six Workshops (each presented three times to allow participation in three of them): "How to Make the Most of Your Time"; "Preparing Church Policies"; "Where are Fringe Benefits Going"; "Use and Scheduling of Church Facilities"; "Setting up a Tax Sheltered Annuity Program"; and "Maintenance"...Three of the speakers: Dr. Gary Gray, F.C.B.A., Church Development Inc.; Dr. Clair N. McRostie, Gustavus Aldophus College; and Dr. Bradley O. Brouser, Oklahoma City Southwestern College, each came to the conference without fee and at the expense of his institution, to show what is available in training and educational programs.

Nineteen CBAs were certified as F.C.B.A.s.

Fun Time - The golf tournament on Thursday...The Local Color Entertainment for the Opening Get-Together...the program spots marked "Noche Libre" (Which just meant "Make Your Own Plans: see the Fiesta Noche Del Rio; have dinner on a San Antonio River Boat, or in the Tower of the Americas, or at the Plaza Dinner Theatre, or just do any of the other fascinating things you might choose")... and THAT Banquet! Texas always claims to do things better and bigger - and if the banquet could not claim either of those descriptions it could, without challenge, say it had been the funniest to date. Everybody cried at Grady McNutt's brand of humor.

Election time provided another first: Floy (Mrs. Guy) Barnes, became the first woman president of NACBA (no surprise, for she had to come up "through the ranks" to earn the position - but it did fracture a tradition.) Elected to serve with her were Cliff Elkins, Neil Rimington, Idus Owensby, Eugene P. Osborne, and past president, John Lochridge.

The time and place for the next conference: Florida: third week of July, 1975.

For the first time, there was no "Proceedings" of the conference: that publication, for several reasons, was replaced with "A Report of the 18th Annual Conference, NACBA" - a "facts only" document, quite different from the rather comprehensive ones that had come out following previous conferences.



Floy Barnes, F.C.B.A.
President, NACBA

1974 - 1975

The work of the year was well underway in every department: In early September, President Barnes with officers Cliff Elkins, Neil Rimington, and Idus Owensby, and with Executive Director Maurice Saucedo, had met in Ft. Lauderdale, with the Florida Chapter, to finalize plans for the National Conference next July.

The Florida Chapter had sent out a couple of their conference promotional letters. The regular publications, NACBA-GRAM and nacba LEDGER were out on schedule - even the December NACBA-GRAM, when suddenly there came another December edition of NACBA-GRAM which said: "We are saddened to report that Mr. Maurice Saucedo, Executive Director of the National Association of Church Business Administrators, died of a heart attack on December 10, 1974"...President Barnes' follow-up letter to the membership said of Maurie what those who knew him felt: "Words can never express adequate appreciation for what he has done to make NACBA the organization it is today. His vision, his hopes, his dreams and his dedicated efforts have brought us a long way in just a little more than three years and we must dedicate ourselves to seeing that NACBA continues to move forward..."

NACBA was facing a crisis and it drew officers and members closer together as they each assumed new responsibilities. Following the funeral, Floy Barnes, Gene Osborne, Lorin Hansen, and Bill Fager met in Maurie's office and formulated temporary plans for continuing operation.

The search for an Executive Director began...and it ended in March when the Board of Directors unanimously accepted the recommendation of the Executive Committee that Floy Barnes be named to fill the position. This, of course, necessitated her resignation as president of the National Association. Her responsibilities as director began on April 15. Her first task was moving the national office to her home in Shawnee Mission, Kansas.

Cliff Elkins, President-elect, became acting President. With some of the largest problems in back of them, his work and that of the national office was again "focused in" on plans for the conference.

The NINETEENTH ANNUAL CONFERENCE was formally opened by Past President John Lochridge as he led in a Memorial Service for the seven members who had died during the year.

The first item of business of the opening session was the installation, by Clayton Spranger, of Floy Barnes as Executive Director of NACBA. Then, as a matter of formality, it was required of Floy that she officially present the gavel to acting President Cliff Elkins that he might call the conference to order...and the business of the conference was underway.

Floy, speaking of the past twelve months, had this to say: "We have come through a difficult year - but I hope you feel as I do...that we are moving forward in new maturity...We have had a good year in many ways."

Reports to the assembly verified her evaluation, as they told of the activities and accomplishments of 1974-1975.

The total membership was 541 - an increase of .35 over 1974...Five emeritus memberships were approved and the first Honorary Membership (under the new clarification of the term) was given to Daniel Langston at the request of the Southern California Chapter...A 15-year attendance certificate was presented to Arnold W. Straka; 14 CBAs received 5 and 10 year certificates - seven in each category.. 18CBAs were certified as Fellows in Church Business Administration.

Joe Minnich reported that all four programs leading to certification were functioning well. There were 302 persons in the program with eighteen of them scheduled to receive credentials of certification at the '75 conference. The NACBA Lending Library, fully operative under the direction of Don Goen, had been able to loan over 65 books since the project was started.

The importance of Special Gifts was reviewed by Chairman John Espie. He said, "They have bridged the gap between dues and the total funding needed (\$5,000)...they have provided for special projects: continued education, scholarships, books, publications, ...and they made possible the hiring of an Executive Director in 1971 - an event that made possible a continued growth." The Special Gifts total for the year was expected to reach the \$5,000 goal. \$4,854 was on hand as of report time. The Maurice Saucedo Memorial Fund had reached a total of \$837.00.

Dues were increased (to become effective with the year 1976-1977) to \$50.00 for active members;\$35.00 for associate members.

Mrs. Barnes, in her report as Executive Director, listed accomplishments and plans not included in other reports. "We have had a good year", she said, "our records show that once again our membership is at an all time high and we are closing the year with a balanced budget"...Office operations did not fold during the 4½ months we were without an Executive Director. Audrey Bovard, Maurie's secretary, handled very capably all routine matters and with Arlene Saucedo's permission, we continued operation from the Saucedo home during the interim period...She said, further, that the publication of the NACBA-GRAM and the Ledger were uninterrupted...That the NACBA Tax Sheltered Annuity Plan was in operation with fourteen members participating... that efforts are being made by members in Europe, Alaska and Hawaii to establish Chapters...that the Regional Consulting Service plans were moving along with Clayton Spranger and Don Forsberg planning a Pilot Program in the Minneapolis area. She spoke of the need for new publications and reprints of old ones for the use of the national office and she encouraged Special Gifts as one important source of income to NACBA.

The request of the Resolutions Task Force, Dave Thatcher chairman, that post-humously, the Award of Certification be given Maurice Saucedo, was approved by standing vote.

Laadan H. Smith, First United Methodist, Dallas, Texas, was the unanimous choice of the committee for the first CBA-of-the-Year Award.

A program of hospitalization, disability and retirement insurance was authorized with Cliff Elkins and Floy Barnes working together to develop the plan.

The Conference Program, with the theme, "Development of the Whole Person" covered "The State of the Economy"; "Dealing with Ourselves - the Things that Make for Growing"; "Spiritual Implications in Personal Development"; "Family Finance Planning"; and "How to Start and Build a Planned Giving Program." "Talk Back and Discussion" periods; an "Experience Sharing" time; a "Town Hall Meeting"; "Optional Workshops"; and the banquet address, "Living with our Fear and Worry", rounded out the program, which, for the most part, received comments of "good" and "excellent" on the evaluation sheets.

Fun Time had been well planned: From the Golf Tournament on Monday through the Welcoming Reception, the steak dinner on the Paddle Queen, the Calypso Party on the Veranda, "Fashions for the Ladies," and such unscheduled events as watching the ships come in, and trying to get near enough to see the Apollo-Soyez Space Shot, the delegates had a good time...More than eighty of them took the 3-day post-convention cruise to Nassau...In the words of Floy Barnes, "the food was out of this world and the fellowship was wonderful."

Officers elected for 1975-1976 were Clifford Elkins, Neil Rimington, Paul Nygren, Joseph Minnich, and Eugene Osborne...and by the approval of the conference, John Lochridge was named to continue as past president. Directors elected were Kenneth Bjorgan and Donald Taylor. They were installed by Howard B. Foshee, an old friend of NACBA, and a little-bit-longer-time friend of Cliff Elkins.

Cliff accepted the presidency with these closing remarks: "As we face this new year, I'm excited. We are limited as persons and as an organization by our own concepts of our work and our relationship to God and to each other...I promise, my best to God to you and to myself...1975-76 can, and should be, a great year for NACBA - "Let's make it so!"...With those words, followed by the address of the banquet speaker and the benediction by Marguerite Brown, the 18th year of NACBA came to a close.

Almost immediately, plans were underway for the conference to be held in July, 1976, when members and friends of NACBA will again come from all corners of this land of ours -- and perhaps, from overseas -- to meet in Colorful Colorado Springs. Again, reports will tell how nearly the dreams for the year have been realized -- how nearly we have fulfilled our stated purpose of extending the Kingdom of God through our activities.

Once again, there will be new dreams and, once again, Conferees will be engaged in "a program of study, service, fellowship, exchange of information and problem discussion, which will lead toward a deepening and strenghtening of their own spiritual lives, and the betterment of the Christian Church throughout the Nation,"

Someone has said that "a Backward look, wisely evaluated, will not only enlighten but enrich our present." So it is good to take that look now and then.

The National Association of Church Business Administrators didn't just happen...It came into being because someone, almost a quarter of a century ago, had a vision and eagerly followed through with an idea which, "in the fullness of time, " became a living reality.

When the late William Leach wrote of those men and women "without uniformity of title but with duties that ran in parallel lines" who came to Junaluska in 1954 and 1955, he said they had come to "compare notes and gain new ideas for the purpose of extending the Kingdom of God and strenghtening their own spiritual lives."

It was with that same depth of purpose that men and women holding administrative positions within their varicus churches, met in Oklahoma City in 1956, in Dallas in 1957, and have continued to meet and to assume positions of leadership in the National Association of Church Business Administrators. To each of them, NACBA owes a debt of gratitude.

The past is a present to the Future" and with the well laid foundation that is our heritage, there is no reason why the future should not be great. "Let's make it so!"