

# PASTOR GENERAL'S REPORT

TO THE MINISTRY OF THE  
WORLDWIDE CHURCH OF GOD



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## ORGANIZATIONAL STRUCTURE OF CHURCH WORKING OUT

by Herbert W. Armstrong

Last February we started reforming the organizational structure of God's Church and the whole Work of God.

This whole Work, publicized in the public media as a "Religious World Empire," began in October, 1933, with myself and 19 members in Eugene, Oregon. God opened the door of radio that very October, and the present World Tomorrow program started on the air the first week in January, 1934. Just "like Topsy, it grew"--and grew, and grew. The growth seemed, at the time, slow and small. But it grew at the rate of 30% per year over each preceding year for 35 years--actually so rapidly we could scarcely keep up with it organizationally.

But it had to be built GOD'S WAY, according to the Biblical instructions--from the TOP down. God had to be over all. The living Christ has been assigned by Him as HEAD of the Church. Christ rules over and through His apostle.

Last February, two charts or diagrams were made and published in the March 3rd WORLDWIDE NEWS. The condensed chart shows, under the human apostle on earth, with cooperation of the Advisory Council, operation of the Great Commission on the one hand, and the Ministry, Feeding the Flock, on the other. These on the spiritual level. Then, under these major spiritual functions which constitute the WORK of the Church, came the physical Support Services and the necessary corporate entities. These included the Worldwide Church of God, Inc., the Corporation Sole, Ambassador College, and the Ambassador Foundation.

There were many departments under each of the two major spiritual functions, and also under the Support Services.

To assist me in the overall administration of these divisions and departments, I experimented by establishing the office of Executive Assistant. The experiment has proved inappropriate.

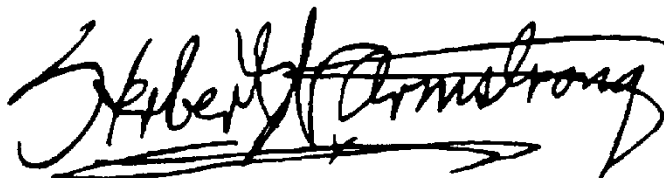
The Church and Work of God is spiritually in total contrast to the functioning of the government of the United States, yet in administrative functions, it has many parallels. For example, the Congress is the law-making body at Washington, whereas God in heaven is sole Lawgiver in God's government. Christ is the Head, but administers the government on earth in and through His apostle. The Supreme Court heads the judicial system in the carnal U.S. government, whereas Christ is Chief Judge in God's government. But as Christ's apostle, in and through whom He administers the Work on earth, I find myself somewhat in a similar category as the President of the

United States in the secular, political government. It has been found that an Executive Vice President, wielding AUTHORITY, simply would not work. While the United States does have a Vice President, he wields no authority. But the President does, of necessity, need to have staff aides, secretaries and assistants to coordinate between him and, for example, the Secretary of State, Secretary of Defense, Secretary of the Treasury, etc., etc. But they do not have authority in any measure over the major department heads.

When I established the office of Executive Vice President, the office did wield authority over every department under me, and that office simply did not lend itself to a smooth and orderly teamwork UNDER CHRIST. The fault is more the office than the man in it.

I have therefore abolished the office of EXECUTIVE Assistant, and transferred Mr. Fahey to an important post in our largest and fastest growing area, New York City.

For some time Mr. Aaron Dean has been my personal aide and steward on the jet plane. I am asking him to serve also now as my personal aide and coordinator between myself and our department heads, and may find it necessary to add other assistant personnel to this staff.

A handwritten signature in black ink, appearing to read "Herbert Armstrong". The signature is written in a cursive, somewhat stylized script with a long horizontal flourish at the bottom.

#### FROM MINISTERIAL SERVICES

##### Setting the Right Example at Sporting Events

As basketball season gets under way again in most areas, we as God's ministers need to be aware of our example at sports events.

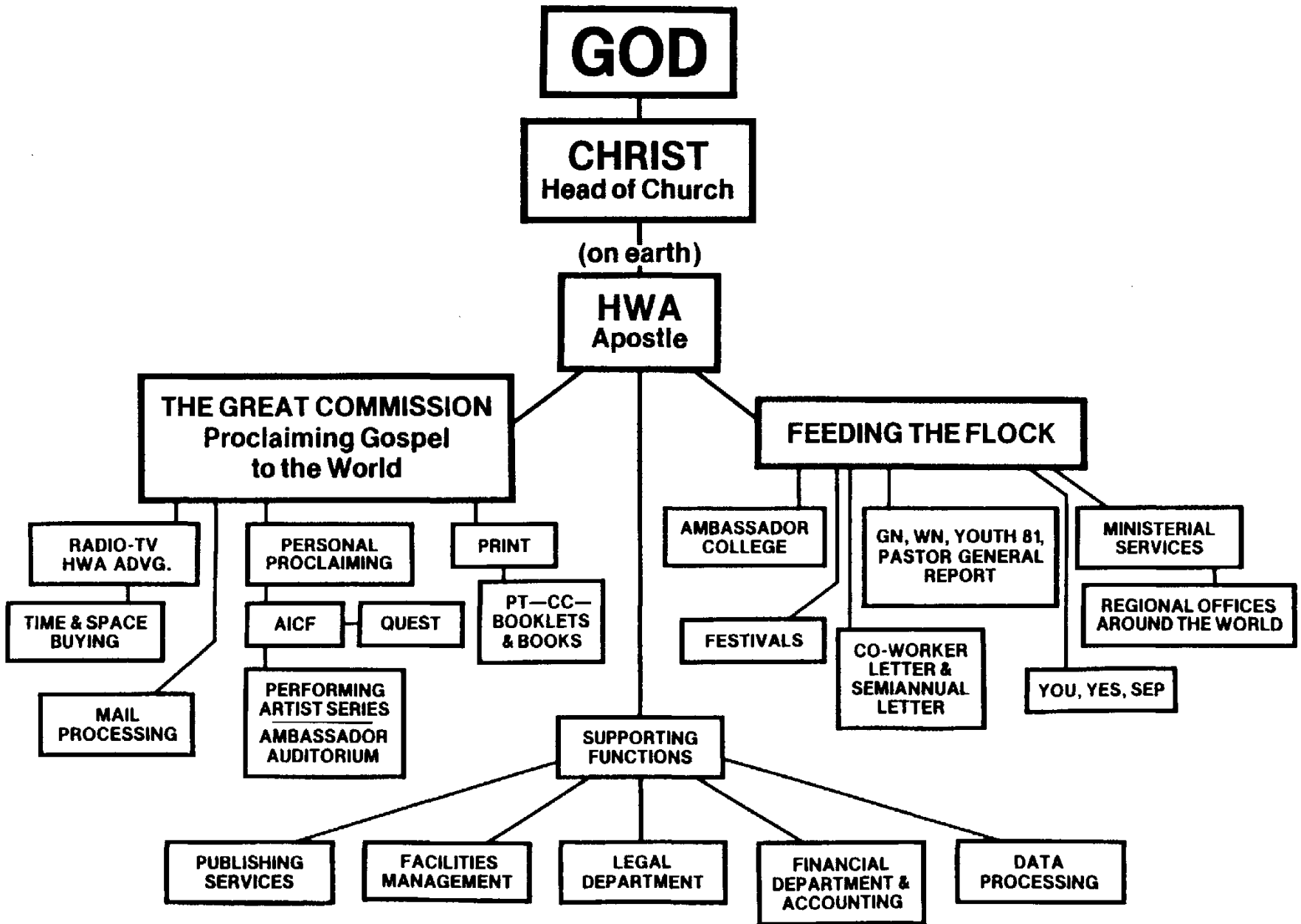
In the past, some in God's ministry have exhibited unsportsmanlike conduct at our own sporting events. Right in the presence of the members and of the Church youth, some have lost their temper during a game, yelled at a referee, shouted at players, or vociferously questioned referees' calls.

These same attitude and self-control problems have also occurred at Church softball games and other sports activities. Of course it is easy to reason, "I like to play intensely," or "I like to put my whole heart into whatever I do." But these are merely excuses.

Mr. Armstrong, through God's Word, has always taught us to put our whole hearts into whatever we do. He has shown us that we should try to win. However, we can never be so involved as to yield to a wrong spirit of competition. Mr. Armstrong has also taught us from God's Word that we are

(Continued on Page 4)

# WORLDWIDE CHURCH OF GOD ORGANIZATION CHART



(Reprinted from March 3, 1981 WORLDWIDE NEWS)

Example at Sporting Events (Continued from Page 2)

Christians first and ball players second. We must also set a right example in HOW we lose!

Your example can be a powerful teaching tool. As the children and brethren witness your respect for authority and your right sportsmanship, they will want to emulate your example.

So let's exhibit balanced enthusiasm and sportsmanship coupled with a wholesome, serving attitude which makes any event--win or lose--an upbuilding and memorable occasion!

Low Income Energy Assistance Program

Recently we were made aware of the Low Income Energy Assistance Program available to individuals in the United States. As its name suggests its purpose is to help low income families cope with high energy bills, especially those associated with winter heating costs. The program is federally funded, but administered differently by each state. Therefore, we can't give you the particulars on who is eligible and how to apply, but this should be easily obtainable by a telephone call to your state's human services or welfare agency.

Please check to see if those who might be eligible (especially those who are receiving regular third tithe help) are receiving this assistance. If they aren't please help them to apply.

In California all S.S.I. and A.F.D.C. families are supposed to automatically be receiving this help; however, it would still be good to check to see if they are being helped. Members in California seeking information about and wishing to apply for, the low income energy assistance can call toll free (800) 952-8311. The deadline for applying is in mid-January, so prompt action is needed.

--Joe Tkach, Ministerial Services

AMBASSADOR COLLEGE FULFILLS FOUNDER'S PURPOSE

I am sure you ministers in the field would like to know how well Ambassador College has fulfilled the goals set by Mr. Herbert W. Armstrong, the founder and Chancellor of Ambassador College.

What are the goals set for Ambassador College as clearly stated in the current Ambassador College catalog?

## STATEMENT OF PURPOSE

The purpose of Ambassador College is two-fold: 1) to provide an institution of higher learning for the education of acceptable students and a God-called ministry for the Worldwide Church of God according to the highest spiritual, intellectual and cultural standards for the preaching and publishing of the very Gospel Jesus taught as a witness to all nations; and 2) to provide pastors for the local congregations of the Worldwide Church of God.

This purpose has three main components: 1) the development of character and the preparation of these carefully selected young people for living happy, useful and successful lives; 2) the training of these young men and women for service in the many and varied positions in the worldwide work of the Church; and 3) the training of such men as may be called into the ministry to handle the work of the Worldwide Church of God in carrying out Christ's Great Commission in these difficult times.

How well has Ambassador College achieved these goals in the training of young students (mostly from Church families) who have attended Ambassador College? In order to get the answers to this and other questions, Ambassador College recently conducted an important survey of the alumni.

Last summer we sent out "Alumni Survey" questionnaire forms to be filled out by the graduates of Ambassador. This survey form was sent to about 2500 Ambassador College graduates in the U.S. and abroad. (The survey was sent only to members in good standing and wasn't sent to either inactive or disfellowshipped ex-members.)

Since 1951, Ambassador College has graduated 3,251 students from its three campuses. Thus far we have received about 1500 completed survey forms, representing over half of those graduates who are active members.

What are some of the findings of this Alumni Survey? Following are some of the results as reported by Dr. David Albert (Director of Career Services at Ambassador College) who was in charge of conducting this survey:

"The combined average [salary] for full-time Ambassador College graduates of both sexes is \$24,839 versus \$21,511 nationally, which is 20.1% greater income.

"The survey presents a very favorable picture of alumni earnings, well above national averages. The average of U.S. Ambassador College graduate full-time males (excluding the graduating class of 1981) was \$26,556 compared to a national average of \$24,693 for U.S. males with four or more years of college (i.e. all other U.S. colleges), or 7.5% better."

This shows that the average male graduate of Ambassador earns nearly \$2000 more than does the average graduate of all other U.S. colleges.

Dr. Albert continues: "The comparison for female graduates of Ambassador College is much better. The average salary of our full-time females is \$20,035, while the national average for full-time females with four or more years of college is \$13,410, a whopping 49.4% better!"

This means that the average female graduate of Ambassador earns about \$6,625 more than does the average graduate of other colleges. (All of the comparison figures are taken from the Census Bureau publication, Series P-60, No. 123, issued June 1980, and represent the most recent figures available.)

#### Ministers and Regular Employees

Dr. Albert also reported: "Of additional interest with regard to employment is how many Ambassador College graduates are currently employed by the Work

and are in the ministry. Of the nearly 1500 responses 35%, over a third, indicated that they are employees of the Church or College, while 65% are not. Even more encouraging is the fact that 24% of all [surveyed] graduates, which is to say 36% of the male graduates, are ordained ministers of various ranks. Ambassador College has borne fruit and fulfilled its purpose in supplying an ordained ministry for God's Church today!

"Some additional facts of interest from the survey include 60% of the graduates have come from the Pasadena campus, 30% from Big Sandy, and 10% from Bricket Wood. In the international areas, however, over half of the graduates (52%) are from Bricket Wood, and an even higher percentage (41%) are ordained ministers."

Furthermore, Dr. Albert points out that "Fifteen percent of the respondents [to this "Alumni Survey"] are single, 83% are married, and between one and two percent divorced, separated, or widowed." This clearly reveals that the graduates of Ambassador (despite the trauma and havoc of the many trials which occurred in the Church) have far more stable homes than the national average.

The "Alumni Survey Report" concluded: "Figures for graduates three years out of college (or more) average \$27,319 for full-time male employees and \$20,532 for full-time females, so it is quite evident that Ambassador graduates have been blessed and prospered as God's Word frequently promises."

This survey makes it very clear that the graduates (both males and females) of Ambassador do better financially in the world than do the graduates of other colleges.

#### Why the Alumni Survey Was Made

It was during the spring of 1981 that I first suggested to David Albert that Ambassador College might do well to make a survey of its graduates. At that time I was primarily concerned about how our Ambassador graduates were doing financially when compared to the graduates of other colleges.

My interest in this area was not because I personally doubted that our graduates did well financially, but I wanted to knock in the head the notion (often expressed in the past) that the graduates of Ambassador had only learned God's way, had learned well how to live, but hadn't really learned "how to earn a living." I fully believed Mr. Armstrong's statement: "Students learn not merely how to earn a living, but how to live!" (AMBASSADOR COLLEGE CATALOG, 1980-81.)

Over a period of several years I had heard many people voice the idea that though Ambassador taught the students a lot of valuable things, nonetheless it did not really prepare them to go out into the world and earn a decent living. I wanted to stop the mouths of any who, either through misinformation or malice, held this mistaken view of Ambassador College.

Yes, Ambassador teaches its students, first and foremost, how to live, but it also teaches them how to earn a living. In fact, the graduates of A.C. are in many ways head and shoulders above the graduates of this world's colleges, which do not teach their students character development, leadership,

the laws of success, and how to achieve a full, abundant, happy life now and hereafter!

Some might ask, "But why didn't you include in your survey those alumni who have left the Church?"

Firstly, the Work does not keep an updated list of disfellowshipped members, consequently the College could not contact many of them even if we wanted to.

Secondly, even if we did have the addresses of all nonmember graduates of Ambassador College, it is contrary to Church policy to contact such people. We would not want to "bother" those members who have shown that they do not want to continue their relationship with the Worldwide Church of God.

Thirdly, even if we did include disfellowshipped alumni in our survey, we believe that their results would be similar to those of members. We know for a fact that certain nonmember graduates of Ambassador have done quite well financially. Having left the Church does not necessarily mean that they forgot all of the valuable points they have learned about leadership, public speaking, personality, and the laws of success. (Mr. Armstrong has explained on numerous occasions that many "successful" people in the world have been successful because they applied some of the laws of success. But they can only be truly successful if they apply all of the laws of success.)

Truly, as the Bible teaches, "The hand of the diligent maketh rich" (Prov. 10:4). "The hand of the diligent shall bear rule" (Prov. 12:24).

God, speaking through the apostle John, says: "Beloved, I wish above all things that thou mayest prosper and be in health, even as thy soul prospereth" (III John 2).

Christ meant what He said when He commanded: "But seek ye first the Kingdom of God, and His righteousness; and all these things shall be added unto you" (Matt. 6:33).

Ambassador College teaches its students to put first things first. When the graduates of Ambassador put into practice the way of life (the way of God's law of love) which they learned while at God's College--they are bound to prosper!!!

--Raymond F. McNair, Deputy Chancellor

#### MAIL PROCESSING CENTER UPDATE

##### New 1981 Record for Weekend Television Response

A new year-to-date record for T.V. response was set this past weekend (December 19-20) with the program, "The Plain Truth About Christmas." Callers were enthusiastic and there were no antagonistic calls. (Many of them gave "season's greetings" at the conclusion of their calls.)

We received 8,300 calls for this one telecast aired throughout the U.S. This is only about 200 calls less than the all-time weekend record T.V. response in God's Work set in February, 1978.

Some of the reasons for this new year-to-date record include the fact that the program was timely and relevant to the "holiday" season; an increased

number of T.V. stations compared to a year ago; added WATS lines enabling more calls to be taken; and, of course, God's continual blessing and inspiration of the telecasts.

With television stations being continually added, new programs made and the addition of extra phone lines, we are anticipating new all-time records for T.V. response in 1982.

### Weekly Letter Comments

This week we are featuring an interesting variety of comments on different subjects.

--Richard Rice, Mail Processing Center

### Parents Pleased With Fruits of Ambassador College

We would like to thank you, Mr. Armstrong, for Ambassador College and for your insistence on high standards. It has been a real blessing to watch our son grow and mature mentally, physically and spiritually, while attending the Pasadena campus last year and Big Sandy this year.

While our son was in Pasadena, we met many of his friends and were impressed with their attitudes and behavior. You have chosen a fine faculty and the fruits are evident. We wish that all of the young people could have the same experience.

R.C. (Redondo Beach, CA)

### Intelligence Agent Appreciates Prophecy

Please send me your literature on the U.S. and Britain in prophecy. As an intelligence agent for the U.S. army I find your program especially stimulating and thought provoking. Being a true believer in Bible prophecy, I hope you continue to spread the Word. With the second coming of Christ so near, all should be made aware.

J.B. (Ft. Huachuca, AZ)

### Literature Proven Correct

Thank you very kindly for sending me the booklets about Christmas and Easter....I did check an encyclopaedia about Christmas, but not because I didn't believe you. It's all very simple and true. The Bible does not ask us to celebrate Christmas, or Easter or to pray for the dead. Your literature was a big help to me. Keep up the good work with The PLAIN TRUTH magazine. Thanks a million.

K.T. (Culver City, CA)

### Life Now Has Meaning

My life has been greatly changed since learning the "plain truth" about God's Word. Through much prayer and study, I am learning how to submit to His ways.

God has blessed me not only spiritually but also materially--all this for turning away from my old ways to wanting, seeking and accepting His ways as my own. I know that this is just the begin



ning. Being single and wrapped up in myself made life very meaningless, and raising my two small sons almost impossible. But now, through His divine purpose, God has provided a better way.

S.B. (Arverne, NY)

#### Student Helped by Mr. Armstrong's Book

I am a prospective member of the Worldwide Church of God and a sophomore in college. I am reading your book, THE MISSING DIMENSION IN SEX....It has been one of the most inspiring books I have ever read in my life. This book is not only backed up by the authority of the Bible, but I can very easily relate the statements about the "new morality" to college dorm students who live around me. Thank you for giving me this book because now I have a true understanding about sex that no one else in the entire school has. I have thanked God for the precious truth He has revealed to me through your book and I would like to encourage you to go on.

C.H. (Rochester, NY)

#### A Child Writes...

Dear Mr. Armstrong: I was in school and I did Halloween worksheets. I felt so bad that I went into the boy's bathroom and prayed. Then I went back into the classroom and wrote a Feast of Trumpets story. I felt bad when I went home, because I did the Halloween worksheets. When I got home my mummy and daddy felt good and so did I.

A.H., Grade 2 (Frankford, DE)

#### Grateful for Mr. Armstrong's Untiring Efforts

Thank you so very much for your untiring and totally dedicated efforts in seeking the truth and speaking the truth. Thank you for exemplifying the strength and fruit of the Holy Spirit and setting the pace for this Great Work. We are most certainly excited and joyous over the new revelations the Eternal has given you. We thank Him and you for bringing us into an even brighter, more powerful aspect of the truth. Oh, the knowledge about the tree of life is so great, so wonderful, so awesome, so exhilarating. We pray that God will strengthen and inspire you to keep on praying, studying, fasting and striving. We are striving with you.

R.T. (New York, NY)

#### ON THE WORLD SCENE

POLISH CRISIS SHOWS ONLY WAY EUROPE CAN UNITE The crackdown was inevitable. But its speed and thoroughness still came as a shock to the world nevertheless. Overnight, in the early hours of December 13, the backbone of political defiance to communist rule in Poland was broken.

Though pockets of resistance remain, the bulk of the leadership of Solidarity, Poland's free labor movement--a budding political counterforce--has been either arrested or dispersed, isolated from its 10 million strong membership at large. The flickering flames of freedom that Poles thought they were detecting have been snuffed out once again.

Accelerating demands by the Solidarity leadership were simply too much for either Prime Minister Wojciech Jaruzelski or the Kremlin to ignore any longer. Solidarity militants, ignoring their union's charter forbidding political activity, were steering the union movement onto a clear collision course with the government.

At the union's meeting in Gdansk in the first week in December, Solidarity leaders pressed for a new law ensuring democratic elections, as well as calling for a national referendum on whether or not to abolish Poland's communist government. "We have reached the climax, and let's face it, we must seize power," declared one representative.

At about the same time, union delegates meeting in the city of Radom made the mistake of tape recording one of their more fiery strategy sessions. On the tape, national union leader Lech Walesa was heard to say: "There will be confrontation; it is unavoidable."

Walesa's words were mild compared to the recorded demand of Warsaw's hard-line Solidarity firebrand Zbigniew Bujak, a 27-year-old factory worker: "The government should be finally overthrown, unmasked and deprived of credibility."

A Solidarity official later verified the authenticity of the recording and said its leak to the government appeared to be a deliberate attempt on the part of an unknown union official to discredit the Solidarity leadership. The government, for its part, made the most of the secret tape in anti-union propaganda.

In the end, Solidarity could not succeed in the struggle for power with the government because it had no weapons to fight with, except for the calling of strikes. One union official said that "our weapon is the paralysis of the economy." But increasingly, this weapon became self-defeating. In the public view, Solidarity came to share the blame along with the government for the collapsed state of the Polish economy, which had been deteriorating for nearly 16 months, even since Solidarity was born in August 1980.

The Soviet Union is not entirely pleased, however, by the Jaruzelski crack-down, carried out in the name of the "Military Council for National Salvation." It's embarrassing for the Kremlin to see a military junta replace civilian rule by the Communist Party in one of its client states.

The fact is, Poland's Communist Party, many of whose members are new and sympathetic to Solidarity, crumbled under the weight of the crisis. The Military Council--consisting of 15 Polish generals, five colonels and an admiral--practically eliminates the Politburo and the Central Committee in the running of the country.

Also disturbing to Moscow is the degree of Polishness in the emergency government. The word "socialist" does not appear in its official title. And General Jaruzelski, in an impassioned speech proclaiming the imposition of martial law, stressed his role as "chief of government," omitting references to his role as Communist Party First Secretary.

The plea by Jaruzelski's government for calm and order went straight to the heart of Polish nationalism. Posters slapped up in Warsaw declared: "For

the Polish nation, this is an historic movement, and the last chance to make order in our own house with our own force."

### No Piecemeal Freedom for Eastern Europe

The latest Polish crisis also probably represents the last chance for Poland, or any other Soviet satellite in Eastern Europe for that matter, to come out from under Kremlin domination on its own strength.

Poland is simply too strategic a piece of real estate to escape the Soviet orbit. "It is axiomatic," said one expert, "that Moscow is not in this era and under existing world patterns going to allow Poland to escape from its effective military control."

Poland is strategic because it lies athwart the historic invasion route to Russia from Western Europe. Without Poland, the Soviet Union's forward position in Central Europe acquired in the aftermath of World War II would collapse.

Poland, in fact, is the keystone to Moscow's entire buffer zone in East/Central Europe. Moscow maintains an army of occupation of 20 divisions in East Germany. There are also five divisions in Czechoslovakia and four in Hungary. This combined force of 29 divisions is largely supplied over the road and rail network of Poland. There are only two Soviet divisions in Poland, but they are encamped there for the express purpose of guarding these supply lines.

Without Poland, Moscow would have to abandon its entire Western position. Its troops would fall back on the line of the Pripet marshes where Russian armies lost out to the Germans in both World Wars I and II.

Where does this leave the people of Poland and their neighbors in Eastern Europe? Simply this: their independence cannot be achieved on a piecemeal basis, with one satellite after another gently slipping out from under Moscow's control. Not only the recurring crises in Poland (in 1956, 1970, 1976 and 1981) proves this point, but the crushed rebellions in East Germany in 1953, Hungary in 1956 and Czechoslovakia in 1968 do as well.

"True and full independence for Poland," writes Joseph C. Harsch in THE CHRISTIAN SCIENCE MONITOR, "can come under existing circumstances only through a breakup of the whole Soviet empire or in the course of a major war which Moscow lost."

The nations of Eastern Europe will only come out from under Soviet domination en masse, as one of the two "feet" of Daniel 2. This will occur only by means of a grand realignment of political forces in Europe as a whole. There will obviously have to be great pressures on Moscow exerted by a re-awakened Western Europe. The Kremlin only respects force.

--Gene H. Hogberg, News Bureau