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# A history of the Review and Herald Publishing Association.

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A HISTORY OF THE REVIEW AND HERALD  
PUBLISHING ASSOCIATION

BY

CARL BRUCE MOSHER

OF THE REVIEW AND HERALD  
FISHING ASSOCIATION

A THESIS  
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BY

CARL BRUCE MOSHER

UNIVERSITY OF RICHMOND

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## Introduction

In the first half of the nineteenth century, there arose, on both sides of the Atlantic, a great revival in the study of the Scriptures. Many minds were drawn to the study of the prophecies pertaining to the second coming of Christ.<sup>1</sup>

In America, William Miller and his associates became the prominent exponents of Christ's eminent return. After intense study of Daniel 8 and 9, Miller believed the Advent of the Saviour to be clearly foretold in the statement: "Unto two thousand and three hundred days; then shall the sanctuary be cleansed." Daniel 8:14. Believing that this time period began with Artaxerxes' decree, in 457 B. C., to restore and rebuild Jerusalem, he concluded that it would end in 1844 A.D. These early Adventists understood the "sanctuary" of prophecy to mean the earth, and thus they believed that Christ would return in the year 1844 to cleanse the earth with fire.

As the year of expected doom approached, the ranks of the Millerites were swelled by many who joined with them in preparation for the momentous event, and during the year, itself, the believers lived in constant

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1. Olson, Origin and Progress of Seventh-day Adventists, p. 91.

readiness to greet their Lord. However, 1844 finally passed into the annals of history, apparently no different from any other year, and the former jubilation was superseded by bitter disappointment and confusion. This period is commonly referred to as the Great Disappointment. Only a few continued to study the prophecies further.<sup>2</sup>

These few, however, firmly believed that God had led in this advent movement. Diligent study of the prophetic time period convinced them that their reckoning was correct. Further investigation proved that this earth was not the sanctuary foretold in Daniel. On the contrary, the prophetic sanctuary, a type of the Jewish sanctuary, was actually in heaven, and in 1844, Christ had entered the second apartment to begin the investigative judgment of man, prior to His second Advent. These discoveries naturally intensified the earnest supplications and studies of the remnant, for now they believed that they were unraveling the mystery of the Great Disappointment.<sup>3</sup>

Among the early believers in the 1844 movement were Joseph Bates, James White, and Ellen Harmon. These three people found a common interest in the study of Bible prophecy, and together, they formed a nucleus of what was later to become the Seventh-day Adventist Church. Although they did not at first agree on several important doctrines of faith, they were nevertheless held together by their belief in the heavenly sanctuary.<sup>4</sup> Little by little, they gained new light.

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2. Ibid., p. 111.

3. The Advent Review and Sabbath Herald, Centennial Special, pp.2,3.

4. Dick, Founders of the Message, p. 169.

It was soon after the marriage of James White and Ellen Harmon, in August of 1846, that they received a forty page tract, "The Sabbath a Perpetual Sign", by Joseph Bates. Together, during the next few weeks, they studied its scriptural proofs until they were convinced of its teachings.<sup>5</sup> In November of the same year, Joseph Bates, at the first gathering of Sabbath-keeping Adventists, became persuaded that Mrs. White's visions were of a heavenly nature. Thus the three were united in the proclamation of their message.

But the first leaflet which has been considered by some to be Seventh-day Adventist literature was printed before the tract of Joseph Bates. On April 6, 1846, Ellen G. Harmon, (later Mrs. E.G. White)

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5. Compiled by Secretaries: N. A. Town, H. H. Hall, and W. W. Eastman, The Publishing Department Story, p. 18, and Ellen G. White, Life Sketches, p. 95. Mrs. Rachel Preston in the Spring of 1844 brought the Sabbath truth to the Washington, N. H. Adventists while on a visit there. Being a Seventh-day Baptist she brought a supply of Sabbath tracts which she duly distributed. It resulted, in time, in the entire conversion of the church on the Sabbath questions. Elder T. M. Preble, who received the Sabbath doctrine from this New Hampshire Church, published the first Adventist treatise on the Bible Sabbath February 28, 1845. It was through Elder Preble's treatise that Captain Joseph Bates was convinced of this Sabbath teaching. Mrs. E. G. White at first felt that Joseph Bates made too much over the Seventh-day Sabbath.

6. Elder James White and His Wife, Life Sketches of Ellen G. White, p. 239. Hereafter cited as James and Ellen White, Life Sketches.

wrote out her first vision and addressed it "To the Remnant Scattered Abroad." The expense of publishing these two hundred and fifty tracts was borne by James White and H. S. Gurne.<sup>7</sup> After this, in the same year, Bates published his Sabbath tract.<sup>8</sup> This early Sabbath-keeping Conference gave serious consideration to the publishing work, which came into being the next July.<sup>9</sup>

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7. The Advent Review and the Sabbath Herald, Vol. 101, No. 38, Sept. 18, 1924, p. 38. Hereafter cited as Review and Herald.

8. Ibid.

9. Arthur L. White, Prophetic Guidance in Early Days, p. 11.



## CHAPTER I

### Early Beginning in New England (1846-1855)

The early Adventist leaders were itinerant preachers and evangelists with no fixed abode. The word was first in their mouth but only secondarily did it flow from their pens. They lived in the vivid conscientiousness that Christ was coming soon. Captain Joseph Bates, prime apostle of Adventism was an ex-sea captain, ranged the land as the sea of old, only occasionally making port where his good wife Prudence dwelt. The Whites, too, were pilgrims owning neither land nor house. Therefore, they lived sojourning with hospitable friends. Compelled by a high sense of duty, the Whites feared to leave the fields, for to do so would leave them vacant except for Bates.

In the fall of 1848, at the Topsham meeting, one of the early Sabbathkeeping Conferences considered the necessity of printing their faith, but because of discouraging circumstances the conference ended with no action.<sup>1</sup> A month later the home of Otis Nicholas of Dorchester, Massachusetts, was the scene of the next conference. Here, after coming

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1. Arthur L. White, Prophetic Guidance in Early Days, p. 14.

out of vision, Mrs. White said to James, her husband:

I have a message for you. You must begin to print a little paper and send it out to the people. Let it be small at first; but as the people read, they will send you means with which to print, and it will be a success from the first. From this small beginning it was shown to me to be like streams of light that went clear round the world. <sup>2</sup>

After completing their circuit of the field, the Spring of 1849 found them again at Topsham. However, they were not <sup>to</sup> remain there long, for calls for their aid soon came from both Connecticut and New York. As they were praying for guidance, they received a letter of urgent invitation from Albert Belden, of Rocky Hill, Connecticut. It even included money to make the trip. <sup>3</sup> This was the answer to prayer.

That summer in a humble home arranged in a large unfinished room above the Belden's kitchen the little paper, Present Truth, the first to be published by Sabbathkeeping Adventists, was conceived. James White had already given up <sup>4</sup> in discouragement, but again his wife's vision stirred him to action.

Limping on his lame foot the eight miles from Rocky Hill to Middletown James White arranged with Hamlin Pelton for the printing of the Present Truth. It was an exultant day when James brought home a thousand <sup>5</sup> copies of Volume I, No. 1 in Brother Belden's buggy. Spreading the papers on the floor, the little group of believers knelt around them with earnest hearts, tearfully praying for the Lord's blessing on these printed

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2. E. G. White, Life Sketches, p. 125.

3. Letter.

4. Ellen G. White, op. cit., p. 126 and Everett Dick, Founders of the Message, p. 172.

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messengers,

The Present Truth was a double columned paper of eight pages,<sup>7</sup>

James White as editor did not turn his little paper into an argumentative and technically doctrinal view of the scriptures. The Christian

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life was more than this. Reaching the scattered believers in Connecticut, New Hampshire, Massachusetts, Vermont, Maine, New York, the little

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paper became an anchor for the storm-tossed Adventists. Its frequent visit helped to establish the scattered believers in the faith. It is

well that circumstances forbade his complying with Bates' plan of publishing the paper in pamphlet form.<sup>10</sup>

Soon letters came, bearing not only enough means to publish the paper but also a sufficient amount to answer the calls for personal help. Pastor White drove himself to pro-

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duce an efficient paper.

Four numbers of the Present Truth were published at Middletown, from July to September. Then, the publication was dropped for two or three months while the Whites again tended fields left vacant except for Captain Bates. The lost sheep of the 1844 Movement had to be cared for and

5. Receipt September 3, 1849 Ellen G. White Publications in the vault at Washington, D. C.

6. Ibid. and Review and Herald, Vol. III, No. 1, May 6, 1852, p. 5.

7. Review and Herald Library.

8. Spicer, Pioneer Days of the Advent Movement, pp. 153, 156.

9. Spaulding, Footprints of the Pioneers, p. 110.

10. Present Truth, Vol. I, No. 1, July 1849, p. 6.

11. E. G. White, Life Sketches, p. 126.

strengthened. James and Ellen White became pilgrims and wayfarers. <sup>12</sup>

Hiram Edson who staunchly defended the Advent beliefs urged their presence in Oswego, New York, and thence they went. After a brief investigation they decided to make Oswego, on the shore of Lake Ontario, their next headquarters. Their second child, James Edson, had been born in Middletown and had been left there, in the care of Clarissa Bonfay, while they traveled. They now brought him and his nurse to Oswego, Henry, now two years old, had been left with their close friends, the Howlands, of Topsham. <sup>13</sup> They rented a house, borrowed furniture, and began housekeeping. James White again wrote, published, and preached. <sup>14</sup>

However, a bitter lesson was learned. Early enthusiasm once lost is not easily regained. The response to the fifth and sixth numbers was small compared to the first numbers issued at Middletown. The editor's direct appeal for financial support in the sixth number evidenced a slackening of liberality. He said, that when he first commenced the Present Truth he only expected to issue two or three numbers but that the way seemed encouraging so he continued to print. Even though the funds slackened he expressed confidence that the brethren were anxious to sustain the paper. <sup>15</sup>

Then Bates cooled his ardent spirit for Mr. White said in a letter to Dear Brother Hastings,

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12. Spaulding, op. cit., pp. 109-111,

13. Ibid., p. 111,

14. James and Ellen White, Life Sketches, p. 267, and My Christian Experience, Spiritual Gifts, Vol. II, p. 122.

15. Present Truth, Vol. I, No. 6, December 1849, p. 47,

"I have been in a hot furnace for some time on account of the burden I felt for the little paper. In this time of trial Bro. Bates wrote me a letter that threw me down as low as I ever was, and remained so until last evening. Bro. Bates discouraged me about the paper, and I gave it up forever..."<sup>16</sup>

Forever was only about three days. Ellen was taken off in vision and she later told her husband that souls were hungry for the truth that must be written.<sup>17</sup>

Ellen wrote her vision to Joseph Bates and his conversion was evidenced by the new nose emerging among the publishing committee—Joseph Bates.<sup>18</sup>

Rising from discouragement James White published four more numbers of the Present Truth.<sup>19</sup> The notice that the new Hymn Book would be ready soon— "Price, twelve for one dollar, or twelve and a half cents a single copy" certainly suggested the poverty of the constituency, and the sterling character and iron determination of their editor.<sup>20</sup>

From Oswego, in the company of Brother and Sister Edson they went to Centerport and lived for five months with the Harris family. There the Lord revealed to Sister White that James "... must take the testimonies that the leading Adventists published in '44 and make them ashamed."<sup>21</sup>

Some of these disappointed leaders had now become bitter enemies of the Whites. These former leaders were trying to unsettle

16. Letter James to Hastings at Oswego, Jan. 10, 1850.

17. Ibid.

18. Ibid., and Review and Herald, Vol. II, No. 1, August 5, 1851.

19. Numbers 5 and 6 of the Present Truth were issued from Oswego, N. Y., in December, 1849; Numbers 7 to 10, from the same place, in March to May, 1850...E. G. White, Life Sketches, p. 123.

20. Present Truth Vol. I, No. 7, Oswego, N. Y., March 1850, p. 56.

the faithful few believers of the 1844 Movement. Sensing the importance of the task, James felt the need of help and called for Hiram Edson, David Arnold, George W. Holt, and Samuel W. Rhodes to serve as an editing committee. Feverishly they worked, day and night. Not even allowing time to sit at the table, they ate with their meal by their side.

Four numbers, entitled The Advent Review, were taken to press in Auburn, New York, a few miles from Centerport. A fifth number was printed in Paris, Maine. The paper consisted of reprints of earlier articles of "Adventists" or "Millerites" which were printed before and immediately following the Great Disappointment. It rehearsed the past experiences in an attempt to prove that White and Bates were preaching "orthodox Adventist doctrines."

Garrying the "feeble publishing work under his hat", in October or November James White moved his family to Paris, Maine. Here the last number of the Present Truth was printed. Writing to Brother Hastings under date of November 20, 1850, James White said, "The prospects of very cheap printing here are good." In November the paper was enlarged and the name was changed to the Second Advent Review and Sabbath Herald. It was published semi-monthly, consisting of thirteen numbers each containing eight pages in two column form

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21. E. G. White to Sister Arabella, Centerport, August 4, 1850. M.S. Ellen G. White Foundation, Washington, D. C.

22. Review and Herald, Vol. 112, No. 18, May 2, 1935, <sup>p. 4,</sup> and E. G. White Life Sketches, p. 139.

23. The Advent Review, Vol. I, Nos. 1-4, Auburn, N.Y. and Vol. I, No. 5, Paris, Maine.

24. Spaulding, Footprints of the Pioneers, p. 113.

25. Letter (referred to in Review and Herald, May 16, 1935). Vol 112, No 20, p. 3

26. E. G. White, Life Sketches, pp. 139, 140.

measuring 7 1/8 " by 10 1/4 ".<sup>27</sup> Again borne down by an impoverished diet and economic penury Editor White halted. "It is no use," said James White, "the thing is crushing me; it will soon carry me to the grave."<sup>28</sup> Telling his wife he had written a note for the paper, "stating that I shall publish no more," he stepped through the door. Ellen fainted. The following morning at family worship, she saw in vision that her husband must not give up the paper."<sup>29</sup>

On a beautiful farm south of Saratoga Springs, New York, a few miles from Ballston Spa, lived a prosperous lawyer, Jesse Thompson. He had been a Christian preacher for twenty years in that community and an early convert to the Sabbath. Graciously he invited the Whites to his spacious house and offered them the use of a horse and carriage to and from Saratoga Springs while they investigated the possibility of publishing. Arriving in June they published the paper with the revised title The Advent Review and the Sabbath Herald by merely dropping the word "second." They had established a permanent name, now a permanent home was needed for the itinerating press.<sup>30</sup> The name of the magazine in its shortened form, the Review, or the Review and Herald, was commonly used as the name of the publishing house although it was not

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27. Review and Herald, Vol. I, No. 1, November 1850.-51, (Measurements original).  
 28. E. G. White, op. cit., p. 140.  
 29. James and Ellen White, Life Sketches, p. 281.

30. An "Extra" bearing the old names of the Paris publication, The Second Advent Review and The Sabbath Herald, was first published in Saratoga Springs July 21, 1851. See J. H. Loughborough, The Great Second Advent, p. 285.

officially called the Review and Herald Publishing Association until its third re-incorporation in 1903.

While her husband was seeking for a house and arranging for a printer, Mrs. White was compiling for publication a brief selection of her visions and views. Late that summer a sixty-four page booklet entitled A Sketch of the Christian Experiences and Views of Ellen G. White came from the press.<sup>31</sup>

Tarrying only briefly with Jesse Thompson, they borrowed furniture from friends and settled in Saratoga Springs.<sup>32</sup> The clouds began to break and the sun to shine with the arrival of Annie Smith, their first editorial help. The warmth of her cheery personality and songful talent enlivened the weary workers. She proved to be the herald of her brother Uriah who came, in less than two years, to join the force.<sup>33</sup>

In the Spring of 1852 a conference was held at the home of Jesse Thompson. Poor to the border of indigence, borrowing furniture for housekeeping, and placing nearly every dollar into paper, they talked of enlargement, not retrenchment. In the Review dated February 17, 1852, Elder White had urged the Sabbathkeepers to purchase a press so that they might begin building their own printing plant.<sup>34</sup>

Bates had spent for the cause his modest fortune, which he had earned as a sea captain. Jesse Thompson, the most prosperous of the group, was also generous with his money. Two other members of the publishing

31. Review and Herald, Vol. 112, No. May 23, 1935.

32. Letter from Sister White to Sister Howland of Maine, dated April 16, 1852.

33. Dictionary of American Bibliography, XVII, 350.

34. Review and Herald, Vol. II, No. February 17, 1851, p. 96.



committee, John Andrews, and Samuel Rhodes were traveling preachers, provided with neither purse nor script. There was an unanimous decision to establish the work on a firmer basis by purchasing a press and type. Subscriptions were taken and an appeal for donations was printed in the last number of the Review at Saratoga. Large hearted Hiram Edson, a member of the publishing committee, who had sold his farm so as to be able to help the cause, advanced the money for "equipping the office with a Washington hand press, some type, and other necessities."<sup>35</sup>

Early in the Spring of 1852, the first number of the Advent Review and Sabbath Herald was printed on a press owned by Seventh-day Adventists. The new press had been purchased in New York City for \$605.84.<sup>36</sup> In the twelfth number issued at Rochester notice was given that \$655.84 had been received toward equipping the new office.<sup>37</sup> The editorial staff had cheerfully followed the decision at the Saratoga Springs Conference. L. V. Masten, foreman of the shop in Saratoga Springs, where they previously had their paper printed, went with them. Though himself not a believer in the peculiar religion, he volunteered to help them establish the new office. Stephen Belden of Rocky Hill

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35. Review and Herald, Vol. II, No. 13, March 2, 1852, p. 104 and Andross, Story of the Advent Message, p. 122, J. N. Loughborough in the Great Second Advent Movement, pp. 284-285 says, "It was about this time 1851 that such men as Hiram Edson, of New York, and Cyrenius Smith, Jackson, Michigan, were led to sell their farms, each worth \$3500 and rent farms for their own use, that they might have means to help in different enterprises that should arise in prosecution of the message."

36. Review and Herald, Vol. III, No. 1, May 6, 1852 The final cost of fitting up the office was \$652.93.

37. Review and Herald, Vol. III, No. 12, October 14, 1852, p. 286 and E. G. White, Life Sketches, p. 142.

and Oswald Stowell of Paris, Maine, were apprentices. Later they were joined by J. W. Bacheller and George W. Amadon. Mr. and Mrs. White had rented a dwelling large enough to hold the tiny printing plant, to care for as high as fifteen workers, and to serve as a chapel. Together they managed this large family with little friction. The house was on about an acre of land which gave promise of a garden and a place for faithful old "Charlie," a horse given the Whites by believers in Vermont. <sup>37</sup>

Crippled by poverty they were compelled to exercise rigid economy and self denial. They were so poor that they used sauce in the place of butter and turnips for potatoes. <sup>38</sup> In the summer of 1852 while cheating their bodies that the paper might continue, an epidemic of cholera started. Night after night, as the Adventist publishing family toiled, they could hear the ominous rumble of carriages carrying the dead to Mount Hope Cemetery. Laboring under an impoverished diet, they feared. The dread plague struck their foreman, Lumen Masten. Courageously they prayed for his recovery. He recovered, yes and even more, he was converted. <sup>39</sup> He, too, became a believer and cast in his lot with theirs.

In the Whites' dire need they graciously invited James White's brother, Nathaniel, and his sister, Anna, to come live with them. They both were invalids, and evidently in the last stages of consumption. It is strange that James and Ellen, and the others even survived under such conditions. Perhaps, this was later the cause of Annie Smith's death. <sup>40</sup>

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38. E. G. White, Life Sketches, p. 142.

39. James and Ellen White, Life Sketches, pp. 290-292.

40. E. G. White, op. cit., p. 147.

The fostering of The Youth's Instructor for the youth revealed one more side of this versatile editor. He felt the children should have a little paper of their own. It carried Sabbath School Lessons in the question and answer form for children. Later publications printed in Battle Creek carried many stories and on the front cover beautiful wood cuts by Uriah Smith.<sup>41</sup>

Sensing a call to duty far beyond human demands, Mrs. White tenderly placed little Edson, not yet fully recovered from cholera, on a cot in their covered wagon, and together James and Ellen, behind faithful "Charlie," started for Bangor, Maine. Their faith was rewarded! Edson recovered. James, now never shirking his editorial responsibilities, used the cover to his dinner box or the top of his hat for a desk in order to write his articles for the Review and Instructor, while "Charlie" grazed in the hot summer sun.<sup>42</sup>

The summer gone, they turned to a hard long winter of labor at Rochester, and the following Spring, in 1853, their faces were made radiant by the arrival of Uriah Smith. Drawn by God's Spirit and the magnetic charm of his sister Annie, he too came to dedicate his life to the Advent press. Soon afterwards Editor White rested part of his heavy load on Smith's young shoulders. Uriah's pay? His board and room,—that was enough. "As to his board, he was heard to remark to a comrade that he had no objections to eating beans three hundred sixty-five times in succession, yet when it came to making them a regular diet, he should protest."<sup>43</sup> In spite of this his loyalty never slackened to the day of his death in 1903.

41. The first number was printed August 1852.

42. E. G. White, op. cit., pp. 114, 115.

43. Dick, Founders of The Message, p. 176.

His remarkable mechanical genius was displayed on several occasions. His patented adjustable school desk was a financial success.<sup>44</sup> As a lad of fourteen a local infection caused Doctor Amos Twitchell to amputate the lad's leg. Later Uriah, becoming irked with the solid foot of his artificial limb, invented a limb with a pliable foot.<sup>45</sup> His mechanical talent later came to use in keeping the presses humming.

Though richly rewarded in acquiring talented Uriah Smith, the loss of his sister, Annie, was keenly felt. Contracting consumption, she was carried home to die under her mother's solicitous care. After serving three years she was laid to rest July 25, 1855. Those short years of service left their mark. She attained deathless glory among Adventists for her hymns: "Blessed Jesus, Meek and Lowly," "How Far From Home?" and "The Blessed Hope."<sup>46</sup>

In the conference of leaders at Rochester in 1853, feeble efforts were started to place the publishing work on a paying basis. Previously the work was on a gratis plan. The management went so far, in 1853, as to recommend that those who desired to buy the Review publication could do so at cost price. Those too poor to pay were to receive it free.<sup>47</sup> A later conference set<sup>the</sup> price of the Review at a dollar a year in advance. This price anticipated a circulation<sup>of</sup> four thousand copies which was not realized. Later that year, hoping to help the poverty stricken itinerant

44. Patented May 25, 1875 Pat. No. 163,611.

45. Patented July 28, 1863 Pat. No. 39,361.

46. Spaulding, Footprints of the Pioneers, p. 126.

47. Loughborough, The Great Second Advent Movement, p. 286.

ministers, a call was made for a five hundred dollar tract fund. This was to supply the ministry with the necessary tracts for their evangelistic tent efforts. An additional five hundred dollars was needed that the Review might be published regularly and not skip occasional numbers because of a money shortage.

J. N. Loughborough's sale of the Review literature at one of his evangelistic efforts in Rochester, Michigan, gave the editor faint hopes of financial stability for the press. Other preachers tried the plan with some success. A packet containing all the tracts issued, (there had been three tracts issued at Rochester) sold for thirty-one cents.

But the hope of financial independence did not come from the East. Rochester, located on the Erie Canal, looked westward. As far back as 1849 the first apostle of the Second Advent and of the Sabbath, Joseph Bates, entered Michigan. Captain Bates, a man of strong physique and possessed with an indomitable love of adventure, sailed west into the frontier.

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48. Ibid.

49. Ibid. Speaking later in June 1855, Loughborough said, one could get a year's subscription to the Review and Instructor besides a complete set of pamphlets, tracts and hymn book for the sum of \$3.00. Evidently the price of thirty-one cents only included the tracts published and not the periodicals. Review and Herald, Vol. 101, No. 38, Sept. 18, 1924, listed these tracts as: "The Law of God, An Examination of the Testimony of Both Testaments," by J. H. Waggoner, printed 1854, "A Repudiation of the Claims of Sunday Keeping to Divine Authority, Also A Lengthy Extract from the History of the Sabbath," by J. N. Andrews, printed 1853, and "The Three Angels of Revelation XIV:6-12," printed 1855.

50. Spaulding, Footprints of the Pioneers, p. 139.

By-passed by the westward migration through Ohio, Indiana, Illinois, and across the Great River, Michigan had been left a frontier. The great movement that poured millions into the Northwest had left the "Peninsula State" late of settlement. There were still the swamps, infested with malaria mosquitoes. The forests were inhabited by wild beasts, and there were heavy snows to battle with on this fertile soil. The "Witten State" was but twelve years old when Bates arrived, yet Jackson was a thriving frontier town of three thousand.

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Coming to Jackson in '49 Bates sought the shepherd of a small company of Adventists, Dan. R. Palmer, a blacksmith. With the strokes of Palmer's hammer falling, Bates hammered home the Sabbath and the Sanctuary Truths until Dan Palmer's hammer faltered, then ceased. The formerly disinterested blacksmith inquired, "What is your name? Bates, you have the truth." He was invited to speak the next Sunday to the little company of Adventists. Visiting the members the week before, Bates prepared the ground for Sunday's service which converted the entire body to the seventh-day Sabbath. Thus was raised up the first church of Sabbath-keeping Adventists in the West. Perhaps it was on his return trip from Jackson through New York that Bates fired the soul of Samuel Rhodes with his account of the frontier outpost, for within a few months Rhodes appeared in Jackson. The trail was blazed.

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On Bates' third trip to Jackson he related a dream to Dan Palmer in which he said he was directed to sail west and get off at a town called Battle Creek. He inquired of Palmer if such a town existed.

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51. Hart, The American Nation, A History, p. 8.

52. Spaulding, op. cit., pp. 141-153.

When told that such a town was forty miles west on the Michigan Central railroad, Bates boarded the train. On the way he became troubled. Who was he to see? He knew of no Adventist believers in Battle Creek. A voice said, "Inquire of the postmaster for the most honest man in town." Arriving in the frontier outpost of Battle Creek he put his question to the postmaster and was directed to one, David Hewitt. Approaching Hewitt's home before breakfast, he announced, "I have been directed to you as the most honest man in town. If this is so, I have some important truth to present to you."<sup>53</sup>

Fearful lest turning away a stranger he might turn away an angel, Hewitt invited Bates in to breakfast. After breakfast and morning worship, which the stranger was invited to conduct, Hewitt said, "Now let us hear what you have to tell us."<sup>54</sup> He expounded the history of the Second Advent Movement for these people were not acquainted with this history or people.<sup>55</sup> He talked until five o'clock that afternoon about the Sabbath and the third angel's message. "The most honest man in town" and his sincere wife were convicted. They kept the next Sabbath. Soon their little home became the Sabbath meeting place of the Adventists in Battle Creek.<sup>56</sup>

Following close on the path of the early trail blazer came the Whites in June of 1853. Returning to Rochester in the fall, their spirits were raised. The following year James and Ellen traveled as far as Wisconsin.<sup>57</sup>

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53. Ibid., p. 159

54. Ibid.

55. Ibid.

The generosity of the Michigan frontier came to the rescue of the Rochester Office. Cyrenius Smith, one of Bates' converts at Jackson, was moved to sell his farm to have money to invest in the cause. Three others, Dan Palmer, John P. Kellogg, and Henry Lyon with Cyrenius Smith, were led to make great sacrifices. Henry Lyon, doubtless abetted by his energetic son-in-law, Carnell, who was conducting evangelistic lectures in Battle Creek, encouraged the others to invite James White to bring the press to Michigan. Together the four men offered to raise \$1200 to purchase a lot and build a home for the "peripatetic press." Mrs. White spoke of the cause being at a stand-still in Rochester and her husband being in debt two or three thousand dollars. James had assumed all the obligations of the publishing business because there was as yet no organized church to assume these responsibilities. Thus in 1855, James, at his wife's advise, left the office that he might shed his weight of cares. They made a visit to Michigan. The Whites arrived in Battle Creek where a conference voted to invite them to move the Review Office there. The four men mentioned before guaranteed the Review a home.

The Review extolled the generosity and awakened interest in the vicinity of Battle Creek. In September of that year a conference decided to move to Battle Creek. The Washington hand press, and any equipment worth moving, was crated up with the unsold stock of books and the

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56. Ibid.

57. E. G. White, Life Sketches, pp. 150, 153.

58. Spaulding, op. cit., pp. 143, 162.



entire assets of the Review were shipped in one small box to the newly  
 59  
 erected office.

Uriah Smith was then made editor in which capacity he continued,  
 (with two short breaks) for forty-eight years, until his death. James  
 White became the manager. Stephen Belden continued as superintendent  
 and foreman of the type room. George Asadon and Warren Bacheller set  
 type and did the press work. "From the time we moved to Battle Creek,"  
 60  
 Ellen White said, "the Lord began to turn our captivity."

The "peripatetic press" had struggled for its existence. Traveling  
 with the itinerant preachers it never had time to take root and grow  
 until it reached Rochester. Then it too moved with the ever surging tide  
 of humanity westward.

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59. Review and Herald, Vol. VII, No. 5, September 4, 1855, p. 36;  
 Vol. VI, No. 29, May 15, 1855, p. 228; Vol.        No.        August 22, 1935.

60. E. G. White, op. cit., 159.

## CHAPTER II

### The Era of Church Organization 1855-1861

This was to be the "hey day" of the Advent Movement. The Review and Herald was to become the leader in the great movement for church organization.

Arriving in Battle Creek, light heartedly they unpacked the one small box containing the entire assets of the Rochester office and set up their meager equipment in its own new home, a small two-story wooden building twenty feet by thirty feet.<sup>1</sup> Here the Review was printed December 4, 1855.<sup>2</sup> The new editor, Uriah Smith, hurled himself at the task of freeing the printing house from debt. The drive began the first of May, 1856. The compositors set type at a discount and the proprietor, James White, agreed to receive no pay for his services. Everyone shared in the sacrifice. At the end of the year Uriah Smith reported that they had now almost liquidated all bills.<sup>3</sup> The last four months of the economy drive had seen an increase of 130 new subscriptions. It is interesting to note that though the church

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1. Andross, Story of the Advent Message, p. 123.

2. Review and Herald, Vol. VII, No. 10, Dec. 4, 1855.

3. Ibid., Vol. VIII, No. 26, October 30, 1856, p. 204.

paper had only a few hundred subscriptions these were rather equally distributed over nineteen different states. They were mailing the Review from Maine to California, and even to Canada,<sup>4</sup>

Their equipment was, indeed, meager. In relating the story of the making of the first tracts, Uriah Smith said their only instruments were a bradawl, a straight edge, and a pen knife. "Loughborough with the awl perforated the backs for stitching, the sisters stitched them, and with a straight edge and pen knife Uriah trimmed the rough edges."<sup>5</sup>

A statement that would seem odd to tradesmen today came forth from the publishing committee in December of 1855. "We do not see why those who labor in the office should not receive a reasonable compensation for their services. The editor only receives one half what he could get elsewhere."<sup>6</sup> Before this time the workers received only their room and board, and a small allowance of clothing. They were so anxious to make the office pay its way that they cheerfully accepted five dollars a week for their services. Following the same spirit, James White only accepted four dollars a week.<sup>7</sup> They were working far below the standard wage for printers even of their own day.<sup>8</sup>

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4. Ibid., Vol. IX, No. 6, December 11, 1856, p. 114 and Vol. VII, No. 14, January 3, 1856, p. 112.

5. Andross, op. cit., p. 125.

6. Loughborough, The Great Second Advent Movement Its Rise and Progress, p. 288.

7. Review and Herald, August 22, 1935, Vol. 112, No. 24, p. 9.

8. Loughborough, op. cit.

During a time when a slight deviation in economy would send the business into the red, the Panic of 1857 struck. Some people had sent in "poor money" or "wild cat banknotes" to pay for their subscriptions. In November of that year the publishing house had two thousand dollars due from subscriptions, and was seven hundred dollars in debt with nothing on hand with which to pay.<sup>9</sup> The workers' health was nearly broken from routine office work and the stringent economy by which they lived.<sup>10</sup>

"Father" Godsmark had a farm located a few miles from Battle Creek which had become a haven for the Whites. It was not uncommon for the children to run to the house and announce, "Oh, mother, the Whites are coming." They were always welcome at Godsmark's home. There they discussed the perplexities of the Advent movement and prayed for guidance. One day James White confided in him that the printing work was in "positive jeopardy" for lack of money. The good farmer, just as concerned as the preacher, assured Elder White that the press must not become idle. The world must receive the Advent message!<sup>11</sup>

These were not idle words. The next morning he took a yoke of oxen from the plow and gave them to James White to sell. In after years when he passed the publishing house in Battle Creek and heard the clatter of the presses he stopped and gazed at them. Returning home he would tell his wife: "Well, Buck and Bright are still pulling away, printing the third angel's message."<sup>12</sup>

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9. Review and Herald, Vol. X, No. 24, October 15, 1857, p. 192.
  10. Review and Herald, Jan. 30, 1936, Vol. 113, No. 5, p. 10.
  11. The Youth's Instructor, Vol. 86, No. 27, July 5, 1933, pp. 3,4.
  12. Ibid.

Thus Buck and Bright with pledges of money made it possible to purchase the first power press. The press arrived in Battle Creek and the first number of the Review was printed on it, July 30, 1857. The press worked beautifully and the prospects of soon purchasing the steam engine to run the press was good. Until then it was necessary for two men to labor away at a crank attached to the fly wheel but the men said it was easier than pulling the lever of the Washington hand press. 13

In spite of the Panic the publishing company reported in August of that year that

Our office is free. (Meaning free from debt)  
There is a general book fund of \$11,26 now invested in books. The new power press is in operation and works beautifully, and the prospects are fair that it will soon be running by steam power and all paid for. 14

The press became their pride. Many books came pouring forth captioned inside their covers with the name, "The Steam Press of the Seventh-day Adventist Publishing Association."

In fact the constituency's confidence in the publishing house became so solid that they readily took up the idea of making the office a place to deposit surplus means. From that date until 1905, when this policy was discontinued, no person ever lost a dollar loaned nor failed to get his money when he called for it. 15

The printing house had weathered another storm and had become the stronger for the test. Its tenacious endurance was founded on sound

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13. Review and Herald, Vol. IX, No. 24, April 16, 1857, p. 188. and Vol. 10, No. 15, August 13, 1857, p. 117.

14. Loughborough, op. cit., p. 289, quoting the Review and Herald, August 13, 1857.

15. Ibid.

business principles, and the loyalty of its workers who knew no ends to sacrifice.

It was well prepared for its next great battle—church organization. To many of its constituency organization tokened of Catholicism and popery. The announcement in the Review of October 23, 1860, that it be "Resolved that we take the name of Seventh-day Adventist" sent a barrage of correspondence to the editor's desk that could not be lightly dismissed. The suggestion of church organization even brought threats of secession from one entire state, Ohio. <sup>16</sup>

They harked back to days when the large denominations had disfellowshipped their leaders and themselves for their peculiar beliefs. They wanted none of this bigotry in their midst.

The battle-commands for organization radiated from the editor's desk—Uriah Smith. In the winter of 1860 the Review requested permission of the Michigan state legislature to organize a stock company. The following Spring, May 3, 1861, the Seventh-day Adventist Publishing Association was organized and incorporated. It took over all the publishing interests of the church: two periodicals, sixty-five tracts and pamphlets. <sup>17</sup> Circulars were sent out offering capital stock at ten dollars a share. <sup>18</sup> In two weeks \$4,080 had been subscribed. The Association had won an economic victory in its first skirmish for the battle of church organization. The Association proceeded at once to remove its frame building to an adjoining lot and commenced construction on a two-story brick building in the form of a Greek cross. The main portion was 26 x 66 feet. <sup>19</sup> The Michigan believers followed in the march toward

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16. Review and Herald, Vol. 17, No. 21, April 9, 1861, p. 165.

17. Ibid., Vol. 17, No. 24, April 30, 1861, p. 139, and Vol. 101 No. 38, September 13, 1924, p. 38.

organization. The Michigan Conference of Seventh-day Adventists was organized October 8, 1861. Other sections rapidly followed the lead. But it took the pen, the nimble pen, of the editor of the Review, Uriah Smith, to satisfactorily break down prejudice and doubts and thereby justify this decisive action for organization.

The organization of the "Association" was the signal to "forward march." In 1871 a second brick building was erected following the same plans and dimensions of the first. Two years later a third building duplicating the former two structures was completed. Three years later the first and the third buildings standing side by side on Main Street were united by a central structure of three stories, having a mansard roof, which gave it an additional story. Before the close of the summer of 1881, it became necessary to construct a new building for a press room. Five power presses were moved into it. In May of that year James White carefully invoiced the property, real and personal, to be not less than \$105,000. The constituency had given in shares, donations, and legacies amounting to \$34,432.17. By sacrifice and careful management the investment had increased to \$70,567.83. Facilities now existed for electrotyping, stereotyping, and binding. The "peripatetic press" had grown to be the largest and most complete publishing house in the state of Michigan.

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18. Ibid., Vol. 18, No. 3, June 11, 1861, p. 24.

19. Ibid., Vol. 16, No. 7, July 16, 1861, p. 53.

20. Loughborough, op. cit., p. 291.

21. Olsen, Origin and Progress of Seventh-day Adventist, pp. 425-426

In retracing the growth of the publishing house it is well to observe some of the factors other than brick, mortar, and steel, which have made for this growth. A great impetus was begun to print the publications for foreign countries. The surge of this tide for foreign mission endeavor was so great that today it has become a mark of the Adventist people. At first the tide rose slowly. In 1856 it was resolved in the business proceedings printed in the May Review and Herald to prepare a tract in the German language. Later, in 1856, D. T. Bourdeau translated two French tracts for publication: one, "The Sabbath, a Memorial of God's Creative Power," and the other, "The Second Advent."<sup>22</sup>

The decade between 1865-74 saw marked progress in foreign publications. Elder John Mattenson went to the printing office in 1867 with a burden to publish a Danish-Norwegian manuscript but he was told that the lack of funds forbade this. He then appealed to the believers of this nationality in the West and fifty of them raised a thousand dollars. But there was no one to set the type. He set type until he composed one thousand pages. His labor was not in vain for this work greatly advanced the interest in those countries.<sup>23</sup>

In concert with the dedication of the new publishing office in 1872 there appeared the first issue of the Danish monthly, Advent Tidende (Advent Tidings). This was the first foreign periodical. The interest among the Swedish people increased till it was necessary

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22. Review and Herald, Vol. 101, No. 38, September 18, 1924, p. 38.

23. ibid., p. 39.



to print in 1874 a sixteen page monthly called the Svensh Herold (Swedish Herald). The need for foreign publications grew until Mr. and Mrs. William Ings and M. S. Boyd were sent to Switzerland in 1877 to establish branch presses in Europe. Mr. Ings printed the first Italian tract at his own expense. Later publishing was begun in Christiana, Norway.

At the same time Elder White wrote in the Review of April 21, 1874, telling of the demand for a weekly paper devoted to the interest on the Pacific Coast. In a short time a small quantity of type and material were purchased, and in June a semi-monthly called the Signs of the Times was published in Oakland, California. The Association for many years carried a ten thousand dollar indebtedness for the Pacific Press thus manifesting its paternal interest.

James White was always awake to any new efficient methods of propagating the gospel that developed in the field. Learning of the work of the New England Tract Society, he and Mrs. White made a week's visit to South Lancaster to study this new organization. Convinced of its efficiencies he wrote an account of it on the spot and issued a pamphlet, urging all other conferences to follow the example of New England. The strength of the organization was demonstrated early in the year 1874. The Review of December 18, 1873, issued a call for ten-thousand new trial subscriptions to the Review and Herald and the Health Reformer. The

24. Ibid.

25. Ibid., p. 61.

26. Loughborough, op. cit., p. 291.

27. Olsen, op. cit., pp. 413, 414.

tract society reported and within a few weeks they had sent in more than thirteen thousand cash subscriptions. In addition they raised five thousand dollars to meet delinquencies in the way of unpaid back subscriptions to the Review, Instructor, and Reformer. Its value was so clearly demonstrated that in the summer of 1874 the General Conference in session in Buffalo Creek established a general tract society to hold the state and local societies together, and to hasten the circulation of books, tracts, and papers throughout the country.

A monthly periodical, The True Missionary, was established containing helpful articles on the best methods of winning converts. It contained full statistical reports from the numerous societies with human interest stories from fellow workers. The plan to create this magazine was formulated that the Reformer might be devoted exclusively to doctrinal articles and thus become a pioneer missionary paper. At the close of the year the management discontinued The True Missionary, and turned the columns of the Review back to the assignment of instructing in all phases of denominational work. For a short time a new periodical was published, The Voice of Truth, which concentrated on reprinting doctrinal articles taken from the Review. Its purpose was for missionary use east of the Rocky Mountains, but it was soon supplanted by The Sign of the Times, an inspiration of the Pacific Press.

The General Conference of 1882 held at Rome, New York, began to call the general society the International Tract Society. The Society started the idea of using ship captains as a method of distributing gospel

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28. MEM., p. 417.

29. Ibid.

literature to foreign ports. A remarkable incident was related in the General Conference in Oakland in 1887. John I. Tay, who had returned from the Pitcairn Island, found the inhabitants keeping the Seventh-day Sabbath, but as he was only a deacon he could not answer their request for baptism. He related that the seed was sown by James White years ago when he sent a box of literature to that lone island. The captian closed his report by saying, "Brethren, the harvest is rip—It is ripe now."<sup>30</sup>

It was the "hay day" of a new and rapidly expanding organization that James White was forced to lay down some of his burdens that he had carried so long and efficiently. He had lived an ardent and zealous life during those years in which he had seen through the development of the denominational publishing business in the east and west, the creation of the Western Reform Health Institute, the beginning of mission work with its presses in Europe, the erection of a successful Christian college at Battle Creek, and finally the fuller development of the International Tract Society, which had done so much to place the Advent message before the general public in a favorable light.<sup>31</sup>

Though others were taking up the burdens Elder White had carried so many years,

...he remained to the last the supreme embodiment to the zeal and enthusiasm for righteousness which was making the Adventist people a power for good in the world. He could not in the nature of things be less than the foremost man of the denomination; whether occupying a leading office or not, his brethren looked to him for leadership, and they never looked in vain.<sup>32</sup>

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30. Youth's Instructor, Vol. 92, No. 42, October 17, 1944, p. 16.

It was shortly after his last term as president of the General Conference, the highest office of the church, which he had held for eleven years, that he fell a victim of malaria fever while attending a campmeeting. This sickness proved fatal to him on the morning of August 6, 1881.<sup>33</sup>

"Indeed, his leadership seems to have been a well-nigh indispensable element in the early history of the Seventh-day Adventist denomination."<sup>34</sup> His straight economic practices had marked the institutions of his creation. His broad-minded view of Christian living had saved the Review and Herald from a narrow doctrinal editorial policy of his day. He had laid the foundation of the Review upon which others could safely build.

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31. Olsen, op. cit., p. 419.

32. Ibid., pp. 420, 421.

33. Ibid., p. 19.

34. Ibid.

## CHAPTER III

### The Era of Subscription Sales 1881-1902

This era which witnessed the successful introduction of the subscription book selling plan leading to rapid advance in sales also saw a dreadful decline. The Association was to be tried by fire.

The greatest forward step in the history of the Seventh-day Adventist publishing work was the adoption of a plan of selling books by subscription.<sup>1</sup> The plan was first proposed by Mrs. E. C. White. James White had unforeseeingly planted the seed of the revolutionary idea. It was on a Sabbath day after the morning service that Elder White sought out Richard Godsmark and in a confiding, confidential whisper said, "Uncle Richard, I have a man here who wants to be a preacher,<sup>2</sup> but he will never make a preacher." Richard Godsmark took George King, the aspiring young preacher, home and gave him a trial in the country church. He proved to be an utter failure. But Uncle Richard was a practical man so he proposed to George that he take a supply of good

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1. Olsen, The Origin and Progress of Seventh-day Adventist, p. 426, Hereafter referred to as Origin and Progress.

2. Youth's Instructor, Vol. 86, No. 27, July 5, 1938, pp. 3,4.

Adventist literature from his library and sell it in the community. All the children felt sad when George King trudged down the road carrying a carpetbag full of tracts and pamphlets.

The following Sabbath when he appeared at the meeting house in Battle Creek, his face was radiant with joy. True he might not be a preacher but he could sell literature. His jubilation was so intense that he was beside himself. <sup>3</sup> He was convinced that the Lord had marked the way.

George King collected books from the neighbors for each forth-coming foray into new territory. The idea came to him, "What I need is a book particularly adapted for public sale." Uriah Smith had written two small volumes, Thoughts on Daniel, and Thoughts on Revelation.

J. N. Loughborough tells of seeing George King going from campmeeting to campmeeting with these two black cloth covered books under his arm. He was urging that they be bound together and especially prepared for general sale. At the General Conference held in 1861 at Battle Creek, George King gave his personal guarantee to sell five thousand copies of this special edition and so the Association reluctantly started work on the first edition.

While he was waiting for the books to be bound, he worked in the Lewis Broom Factory of Battle Creek. A fellow worker tells how he counted

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3. Ibid.

4. Ibid.

5. Review and Herald, Vol. 85, No. 1, ~~Jan. 2~~ Jan. 2, 1908, p. 4.

the days as they passed, talking continuously about the future of the subscription books which were to carry the Adventist doctrines.

On the day, and at the very hour, he was promised the first finished copy at nine o'clock A. M. April 3, 1882, Brother King left the factory and went to the Review and Herald Office and secured the first complete copy and carried it to his fellow workers. After his exhibition was made he insisted that his fellow worker buy it for good luck.<sup>6</sup>

The first five hundred copies were quickly sold and soon improved editions were brought out. The Great Controversy, by Ellen G. White, was prepared for subscription sale in 1889. Later Bible Readings was made available for the colporteurs.<sup>7</sup> In the early days no adequate record of sales were kept for subscription books. The following figures were compiled for all the publishing houses and not just for the Review and Herald:

World Sales	1845-1924 (70 years)
1845-1854	\$ 2,500.00
1855-1864	17,500.00
1865-1874*	73,000.00
1875-1884	371,000.00
1885-1894	3,969,000.00
1895-1904	3,144,000.00
1905-1914	14,095,000.00
Total for 70 years	\$21,672,000.00 <sup>8</sup>

\* Until this date, 1874, the Review was the only denominational publishing house.

It is obvious that the subscription sales made a tremendous effect on the total sales. J. N. Loughborough revealed in his book, The Great Second Advent Movement, that the sales in the period of the first subscription books from 1881 to 1884 were \$221,248.69.<sup>9</sup> The next decade

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6. This story was recorded on the fly-leaf of the first bound volume of Daniel and Revelation purchased by D. W. Reavis, dated May 14, 1920.

7. Olsen, op. cit., p. 427.

8. Ibid., p. 434.

demonstrated that this was certainly the most forward step in the publishing work. For a period the executive head of the Association had general supervision of the subscription sales in the East, and the president of the Pacific Press was responsible for the territory in the West. The reason for the decline in sales from 1895-1904 will be discussed later in the chapter. In 1886 the International Tract Society's annual session passed a resolution which was instrumental in furthering the sales of the Review and Herald, and the other publishing associations. It provided that the state tract society should be the sole agent for the printing house in the sale of religious subscription books. An experienced man was to be kept in the field to train and supervise the colporteurs.

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George King continued being the pioneer book salesman in the denomination. After laboring successfully in Indiana, Colorado, and New Mexico, he opened up the Southern states. Later British Guiana, and South America were entered. He believed the hardest field to labor in was New York City, but here he settled down.

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It is of interest that in 1889 O. A. Olsen, President of the General Conference, reported that the Association was the strongest institution in the church and that its business was so increased that it had established branch offices at Toronto, Chicago, and Atlanta.

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But the era or decade that had seen the most rapid advance in sales

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9. Ibid., p. 44.
  10. Olsen, op. cit., pp. 427,428.
  11. Review and Herald, Vol. 83, No. 49, December 6, 1906, p. 19.
  12. Year Book 1889 and General Conference Bulletin of October 22, 1889.



also saw a dreadful decline. It seemed far more disastrous at the time than it did in the period figures quoted for 1895-1904. The immediate cause was money scarcity and the panic that followed in 1893. The colporteurs in the field, therefore, began to urge a reduction in the price of books. But the publishing house could not see how with its rapid plant expansion they could reduce prices. The general agents encouraged the sale of smaller books. The local conferences severely pinched financially, tried to manage without their general sales supervisors. Even some of the districts did likewise. The Association was forced to seek commercial work. The publishing house went to Chicago, New York, San Francisco, and other large cities contracting for large commercial jobs. The book sales in 1893 dropped three hundred thousand dollars. This chaotic condition continued until 1901 when it became possible to take less commercial work. The general denomination organization was strengthened and help was brought to the colporteur work. The religious leaders had felt, as they looked in retrospect, that in the past book work had taken on too much the complexion of mere salesmanship. Training schools were established for certain days out of every year. Mrs. White gave much counsel and she placed the colporteur work on a level with the ministerial work.

In the mind of Mrs. E. G. White the spirit of commercialism had pervaded the Association. It must be purged. To her mind it was incon-

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13. The Publishing Department Story, pp. 61,62.

14. Andross, Story of the Advent Message, p. 126.

15. Olsen, op. cit., pp. 435-438.

sistant to print in a publishing house dedicated to the gospel some of the commercial literature that they had contracted. Ellen White was not opposed to the printing of certain commercial work, but she was definitely against commercial work crowding our religious work.

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She was also fearful of the concentration of the denominational work in Battle Creek and advocated de-centralization of the work. She wrote "A Solemn Warning" to the managers of the Association which was read to the Review and Herald board, in November 1901. Ellen White gave the most solemn warnings and said, "I have been almost afraid to open the Review, fearing to see that God has cleansed the publishing house by fire. Unless there is a reformation, calamity will overtake the publishing house, and the world will know the reason." Naturally, it is not a part of this thesis to prove that Mrs. White was a prophet, but it is well to cite this information as evidence of her influence on the Association.

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The fire alarm was first given at 7:30 P. M. on Wednesday, December 31, 1902 and

within twenty-five minutes after the alarm the entire structure was enveloped in flames and as the Tabernacle clock struck 8:00 o'clock just thirty minutes after Foreman Shaw and the night force had hastily left the book room the three expensive linotype machines which cost \$3,500 each went crashing through the basement with the falling of the roof and subsequent crashing of the burning floors below.<sup>18</sup>

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16. E. G. White, Testimonies to the Church, Vol. 7, pp. 161-170.

17. Ibid., Vol. 8, pp. 91, 92, 96.

18. The Morning Enquire, (Battle Creek) Wednesday, December 5, 1902, Vol. 5, No. 103, Whole No. 771, p. 1.

The morning paper also reported the following facts concerning the publishing house. It had been re-incorporated under the laws of Michigan in 1891 for \$250,000. It was the largest best equipped house in the state with a floor space of eighty thousand square feet. The power was supplied by a battery of four large boilers each of eighty horse power capacity sending steam to a mighty engine of one hundred and twenty horse power. There were nine large cylinder presses, five smaller cylinder presses, and twelve job presses.

At the time of the fire there was on the manager's desk an insurance policy for an additional fifty thousand dollars, which would have become effective at midnight the following day. The printing house was a total loss and the loss was only partially covered by an insurance policy of one hundred thousand dollars.

The cause of the fire was undetermined. The very day the fire happened the chief of the city fire department, in company with the office electrician, made a tour of inspection through the plant examining the wiring for possible danger with a view to renewal of the insurance policy and the fifty thousand dollar increase. As was evidenced by the issuance of the new policy mentioned above, everything was considered satisfactory.

Catastrophe had followed catastrophe for the Battle Creek Sanitarium had been destroyed February 13 of the same year. Little is known of

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19. Ibid.

20. Review and Herald, Vol. 100, No. 4, January 25, 1923, p. 13.

21. Ibid., Vol. 80, No. 1, January 6, 1903, p. 13.

22. Ibid.

Uriah Smith's reaction to the catastrophe in 1902 which destroyed the Review and Herald plant for the veteran editor passed away March 6, 1903 shortly after the fire. The loss must have been a severe blow to him. His usual optimism was too strong to allow this loss to kill his confidence. The publishing house was destroyed but not the message. <sup>23</sup>

Smith's popularity is attested to by nearly half-a-century of service. When after a short release from the full responsibility of being residential editor the General Conference recommended his return to the office as exclusive editor, many were greatly relieved. <sup>24</sup>

H. E. Olson described Uriah Smith as a true Christian gentleman. He was refined in manner and culture. Each Sunday morning he held an earnest prayer meeting in his office with his workers before beginning the week's work. This practice has continued in each department of the publishing house to this day. His multiplicity of tasks: bookkeeper, business manager, proof reader, and editor robbed him of sleep and made him indifferent to health habits. Printers were continually pressing hard on his chair back watching him scratch the last lines of his editorial. <sup>25</sup>

Editor Smith's editorial policies were a reflection of his Christian dignity. He refused to accept patent medicine advertisements. "We have no room for 'Cod Liver Oil' or 'Ayers Pills,' or 'Cherry Pectoral,' for we do not consider these meat in due season. There are other things of

23. Hammond, The Life and Work of Uriah Smith, M.S., p. 52.

24. Ibid., p. 51.

25. Ibid., p. 38.

more importance to a dying world of which the people should be well advertised and well warned.<sup>26</sup>"

Sabbathkeepers were sparsely settled on the New England coast when Smith entered the employ of the paper. Even as late as 1863 when the believers were incorporated into a denomination their ranks only numbered 3,500. When Uriah Smith died in 1903, after forty-seven years of service as editor, The Advent Review and the Sabbath Herald was a twenty-four page periodical with a circulation of fifteen thousand copies.<sup>27</sup> Unquestionably much of the credit for the growth of both paper and church belongs to his editorials and to the articles submitted which he carefully edited.<sup>28</sup>

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26. Hammond, op. cit., p. 37, quoting the Review and Herald, Vol. 7, No. 14, January 3, 1856, p. 108.

27. Hammond, op. cit., p. 29 citing the 1944 Year Book of Seventh-day Adventist, Washington, D. C.

28. Hammond, op. cit., p. 29.

## CHAPTER IV

### The Great Mission Extension Period 1903-1919

The Association was destined not to die, because it was born with the spirit of the pioneers in its soul. The chapel building on the opposite corner across Washington Street was still standing though its charred cornices and blackened form on the east gave evidence of its narrow escape. This small building was most important in sheltering the Association through the mid-winter crisis. Housed that winter in these cramped quarters were the treasury department, the book department, and several editorial and periodical rooms of the publishing house besides the headquarters of the General Conference and Foreign Mission Board.<sup>1</sup>

The trustees had not long to await their orders. The Prophetess said, "The very worst thing that could now be done would be for the Review and Herald Office to be once more built up in Battle Creek . . . Never lay a stone or a brick in Battle Creek to rebuild the Review Office there."<sup>2</sup> Then came the marching orders, the Review and Herald and

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1. Review and Herald, Vol. 100, No. 4, January 25, 1923, p. 18.

2. Petition from General Conference Committee to the Shareholders of the Seventh-day Adventist Publishing Association, pp. 1, 2. Hereafter cited as the Petition from General Conference Committee.

the General Conference should be located in the Atlantic States.<sup>3</sup>

The response was immediate; provision was made to create a new corporation in the East to hold and operate the publishing house. "The new corporation shall be a non-dividend paying and non-stock holding company and all the earnings above the corporation's needs shall go to the General Conference to promote mission work."<sup>4</sup> At this meeting of the trustees of the Seventh-day Adventist Publishing Association, at Battle Creek April 28, 1903, the name was changed to the Review and Herald Publishing Association.<sup>5</sup> From the pioneer days the publishing house had gone by the name of the "Review" or the "Review and Herald." These names had been derived from the official church organ they published by that name, The Advent Review and Sabbath Herald. "Brethren," said Mrs. White, "this is a time to show who are the true friends of the publishing work. Let no one endeavor to withdraw his stock from the Review and Herald."<sup>6</sup>

The General Conference committee favored locating in New York City. As to the city and its environs they were not satisfied. They were reluctant to settle at New York City even after searching down the Hudson and along the Sound.<sup>7</sup> While the locating committee was at New York a second letter of council from Mrs. E. G. White, dated May 30, 1903, arrived with a definite suggestion.

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3. General Conference Bulletin, 1903, pp. 67, 103.

4. Petition from General Conference Committee, p. 4.

5. Review and Herald, Vol. 80, No. 36, Sept. 3, 1903, p. 16.

6. E. G. White, Our Duty Toward the Lord's Institution, p. 4.

7. Review and Herald, Vol. 80, No. 1, May 12, 1903, p. 16.

I am sure that the advantages of Washington, D. C., should be closely investigated...wherever the office of publication is established, preparation must also be made to fit up a small sanitarium and to establish a small agricultural school. We must, therefore, find a place that has sufficient land for these purposes. We must not settle in a congested center. 8

The the definite word came that "on our books and papers the imprint of Washington, D. C. was to appear."<sup>9</sup>

The locating committee fortunately found a tract of fifty acres in Takoma Park situated a mile or so beyond the District line. This became the site of Washington Missionary College, and the Washington Sanitarium but it did not fit the specifications for the land needed for the Review and Herald. Later the committee was able to purchase in the same village enough land lying within the District line to provide a site for the factory building of the Review and Herald Publishing Association. Adjoin-<sup>10</sup>ing land was secured for the General Conference offices. Now the imprint of Washington, D. C. could be placed on their books and papers. On several occasions this imprint has proved very valuable to such an international organization.

The mayor and some of the leading citizens of Takoma Park gave the locating committee a most hearty welcome. Pledges of friendly cooperation were given by the mayor and his party towards the carrying out of their plans for the Review and Herald.<sup>11</sup>

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8. E. C. White, Life Sketches, p. 392.

9. Ibid., p. 394.

10. Ibid., p. 395.

11. Review and Herald, Vol. 80, No. 33, August 20, 1903. p. 6.

Daniels, and White, The Call of God, p. 16.



In July 1903 the headquarters of the General Conference and the Mission Board together with the periodical department of the Review and Herald moved to Washington to 222 North Capitol Street. A book depository was located on Twelfth Street. The new temporary headquarters were dedicated August 24, 1903. The printing equipment was confined to two rooms in the basement. Here the type was set, the folding done, and the Review and Herald, The Youth's Instructor, the Sabbath School Worker, and the Life and Health were mailed. They had no presses, hence they were forced to send all their type forms out to a city printing house and pay four hundred dollars every month for this service in addition to nearly two thousand dollars a month rent. It was an absolute necessity to erect a building and install machinery.

12

By 1906 a new home was completed on the site, chosen at Takoma Park inside the District line. The building was sixty feet by ninety feet and three stories above the basement. The parts of the Review and Herald were collected and brought together from the two rented places in Washington and from the fire-scarred Battle Creek building.

13

The final legal settlement of the stock transfer from the old corporation to the new could have taken years to finalize, and during that time the organization might have been scattered to the winds, but within a few months all legal matters had been settled.

14

A successful drive for one hundred fifty thousand dollars was pro-

12. Daniells, Blessing and Responsibilities, The Publishing Work in Washington, p. 81.

13. Review and Herald, Vol. 100, No. 4, January 25, 1923. p. 18.

14. Daniells, Remarkable Evidence of Divine Guidance, p. 1.

noted by J. S. Washburn to establish the work in Washington. The Review and Herald only received ten thousand dollars of the former twenty-five thousand dollars promised them because the Pacific Press Publishing Association's main building had burned. The managers of the Review and Herald expressed their willingness to share this fund with the Pacific Press even though the loss in the Battle Creek firm had been between two or three hundred thousand dollars above the insurance. It took about fifty thousand dollars to erect the new building and supply additional equipment. With the insurance money and the meager funds supplied by the General Conference and by friends the Review opened in its new home far  
 15  
 away.

By 1912 the Review was well established and laying plans for the future. They could now train workers for the mission fields. Frank Mills was sent to Korea and William Kirstein to South America to build up publishing houses in these respective countries. Both of these men were given several months training in the various departments and offices of the  
 16  
 Association before they were sent out.

It was necessary to exercise rigid economy. The stringent finance of the two branch offices saved the Review six thousand dollars, otherwise their profit would have been small. It was then that the "Denham Cost System" was installed to solve the serious problems of finances. Thus they were able to spot their losses or gains on specific periodicals or books. The effectiveness of this cost system was shown in the detailed analytical report of profits for the next year. Its value was demonstrated during the high cost of

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15. E. G. White, Special Testimonies Miscellaneous Book G., p. 209.

16. Annual Report 1912, pp. 11, 12.

the war years. The General Conference's new policy of settling all accounts by paying cash at the end of the month enabled them to budget their income more evenly. The purchasing of six lots back of the Review and the General Conference protected the Association from future interference.<sup>17</sup>

Now that the Association was established worker-benefit plans were made. During 1912 the General Conference was petitioned to include the Review and Herald workers under the "Sustentation Fund," an old age retirement plan. The next year the plan was put into operation. Night classes in physical culture, English, and estimating were offered to the workers. The following year these night classes were arranged with the Takoma Park school as they had more equipment and a larger trained personnel.<sup>18</sup>

The year 1913 was a banner year for sales. Plans were laid to invest five thousand dollars in new machinery and in rebuilding the old machines. In the future they anticipated heavy outlays in equipment. They were able to reduce their heavy load of accounts payable by \$18,000. Definite plans were laid to cancel the interest-bearing notes by 1918. The wages of the employees were raised sufficiently and the hours cut enough so that their schedule anti-dated the congressional labor laws of that year.<sup>19</sup>

The plans to print cheaper literature for personal evangelism was in the process of being carried out. This had been their desire for many years.<sup>20</sup>

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17. Ibid., pp. 8,9,12,13; Annual Report 1913, pp. 16,17; Annual Report 1914, p. 23

18. Annual Report 1912, pp. 11, 12.

19. Annual Report 1913, pp. 13,14,21-25.

20. Ibid.

Plans were laid for a library of illustrations; there had long been a dearth of good illustrations. A classification and indexing system was established. Since the smaller world publishing houses could not afford the necessary materials to illustrate their publications, the association became a great source of illustrative material.

21

Added to the regular tithe of net profit the Review and Herald Association was asked to pay the General Conference one-half of the yearly interest on the indebtedness of the Washington Sanitarium. Even though the Pacific Press did not see its way clear to share the other half of this interest, the association went ahead paying on its share of the load. It was evident that the institution that was once struggling to survive was now sustaining a sister institution in its battle for life.

22

The opening year of the great world conflagration, 1914, saw the volume of business greatly enlarged. The cost of production had been reduced on a large percentage of the work, even though the cost of materials had been raised. Book sales had increased by 8.1 per cent while periodicals and magazines had seen an increase of 21 per cent and 16 per cent respectively. This year was marked by the republication of the little pioneer paper, Present Truth, after an absence of nearly four decades. New equipment amounting to \$5,611.50 was added to the plant and plans were made to spend seven thousand dollars more next year. The interest-bearing notes were also reduced by \$15,380.00. Now this account could be expressed in five figures for the first time in many years as \$99,511.32.

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21. Ibid.

22. Ibid., p. 26.

23. Annual Report 1914, pp. 23,25.

The workers doubled their shifts in some departments to keep pace with the demands. Fifty percent more cylinder press impressions were made than were made the previous year.<sup>24</sup>

Aggressive promotion plans were next laid. The Advent Review and the Sabbath Herald was to be placed in the home of every English speaking church member. The temperance number of The Youth's Instructor was making many favorable contacts over the world field. In the heat of the campaign for making a "dry" America this issue received special attention. The small "World Crisis Series" of booklets attained phenomenal circulation.<sup>25</sup>

The European conditions changed the tastes of the readers. Careful study was made of the demands for various types of literature. For the time it seemed that the demand was for books, especially books on prophecy. This type of publication had always maintained the greatest margin of profit. The board used the reserves allotted for machinery to erase the Association's interest-bearing indebtedness. It was felt that the indebtedness should be reduced as far as possible during the prosperous years. The indebtedness was reduced from \$99,511.32 to \$44,884.79, a savings of \$2300 a year in the annual interest account.<sup>26</sup> The board stated in 1916 that in justice to the plant ten thousand dollars should be spent in replacing old machinery, but the drive to reduce the interest-bearing notes had allowed the plant to depreciate below efficient operating conditions. Now with high war prices they were fearful to invest in machinery so reserves were made for needed equipment.

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24. Ibid., pp. 20,21.

25. Ibid., pp. 30-32.

26. Annual Report 1915, pp. 13,16.

27 and repairs. The following year the bills payable stood at \$34,007.94. 28  
 The year 1918 was a memorable year for the indebtedness of the Association had been liquidated, except for a few small payments to the early pioneers who had placed their savings in trust with the Review and refused to withdraw them. If they had been asked to do so they would have been insulted, therefore, the Association invested in 6 per cent mortgage notes convertible into cash on thirty days notice sufficient to cover all such notes. This was the first time since 1851 that the institution had been free of debt. At 29  
 that time James White raised \$652.95 to pay off the Review's indebtedness.

Because of the rise in paper prices during the war years from 1916 on, it is of interest to see how the Review raised the profit to pay off its interest-bearing notes. During the first eighteen months of the war, prices for paper and printing materials did not increase. In fact, they were purchased at more reasonable prices than had been possible for several years. Near the middle of the year prices began to skyrocket with no warning. Paper jumped 100 per cent, and other materials jumped from 25 per cent to 200 per cent. The Association was protected by contracts on paper for periodicals, tracts, and cheaper books until the first of September. When the facts were placed before the Autumn Council of the General and North American Division Conference Committee an increase in the prices of periodicals and books was allowed so as to share a small portion of the loss. The Association showed good financial results because of these increased prices, and the cheaper paper purchased through past contracts. But in 1917 the full full force of higher priced materials hit them. In that year they were saved

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27. Annual Report 1916, p. 23.

28. Annual Report 1917, p. 17.

29. Annual Report 1918, pp. 26, 27.

by the heavy swing in sales towards books from which they realized heavy profits.  
30

These war years were complicated by other problems. Years ago they had thought they were crowded to the limit but during the war years they had to devise further ways of economizing space. Plans were made to enlarge the plant after the war, but that did not relieve the present condition. Every available space, halls included, was stored with supplies and books. The large wooden type cases were replaced by steel type cases to give added space. The armed services complicated the problem by drafting fifteen men who had been placed on deferred classification. The fuel department of the Government commanded a conservation week prohibiting the use of coal in factories east of the Mississippi River except in a few essential cases. Periodicals providentially were classified as essential. Books were desperately needed so the engineer provided cranks for the several machines and thus replaced electrical power with man power. The Review was in an odd position when the directive from the government ordered the purchase of coal limited to last year's supply as recorded by each user's respective agent. For several years they had been purchasing direct from the mines for themselves and their employees. They had no local agent. Finally the government made a special adjustment for the Association and its employees.  
31

According to the government the purchasing power of the 1914 dollar was worth only fifty-five cents by 1919. Therefore, the Review and Herald added 30 per cent to the wage scale of 1914, plus a bonus of 25 per cent on the new rate; these two items amounted to an increase of  $62\frac{1}{2}$  per cent above

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30. Annual Reports 1916, pp. 14,15, and Annual Report 1917, p. 15.

31. Annual Reports 1916, p. 35 and pp. 10,11.

the 1914 rates.

Arrangements were made with the Sanitarium in 1917 for the use of their gymnasium and swimming pool by the Review and Herald employees and their families. There had long been an agitation for a gymnasium and swimming pool but the Association could not see how they could stand such a large financial investment. A sum of one thousand dollars a year was hid aside by the Review and Herald to make available to the employees at nominal rates this recreation period. The Review and Herald Association was happy to compensate its loyal employees in some small measure.

The year before in 1918 the Association had rejoiced to be free from debt. Now in 1919 they were able to return to the General Conference every dollar loaned plus the interest. The total of these donations after the fire was \$22,340.56. Besides this the Association was paying yearly a tithe of their net earnings plus its donations to sister institutions. The net earnings for 1919 were \$8,315.55. In accordance with the amendment to the By-Laws of the previous year one half of the net earnings after the tithe was deducted, which amounted to \$37,419.97, was also given to missions. Thus the total of \$45,735.52 was set aside in the Donation Reserves to advance the mission enterprises. These earnings were remarkable for as the years went by the territory of the Review became smaller. It is true that the Association had a vast territory from Newfoundland to Alaska and from the North Pole to the northern boundary of North Carolina. True the Review and Herald was left a vast territory, but few people lived in part of this great expanse.

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32. Annual Report 1919, p. 22.

33. Annual Reports 1916, p. 22 and Annual Report 1917, p. 20.



Until 1874, when the Pacific Press came into being, the Association had the entire world as its territory. Later on the Review was to be confined to the section east of the Mississippi River and north of North Carolina; yet its sales were still the largest of more than thirty-eight other sister publishing houses.<sup>34</sup>

It had been a general policy of the Association to make the Review a practical training school for foreign work. About 1917 this policy took definite form. The Review and Herald Board asked the General Conference to select printers, prospective editors, and stenographers for foreign service. Then the Association agreed to train them at the Review and pay their wages thus freeing the General Conference of all financial responsibility during the training period.<sup>35</sup> Before these definite plans were formulated, the Review had sent out the following people: in 1912, Frank Mills to Korea and William Kirstein to Argentina; in 1913, Earl J. Nichols and his wife to Canada; in 1915, Charles M. Snow and his wife to Australia; in 1916, A. B. Cole to Japan, H. W. Barrows and his wife to China, and J. S. Barrows to the Philippines. In 1917 after the plan was formulated Mr. and Mrs. S. W. Van Trump were sent to Singapore, China, and in 1918 Glenn S. Luther was sent to China.<sup>36</sup>

Now in 1919 the new plan saw greater fruition. The General Conference had assigned the Review the English speaking countries of Canada, England, South Africa, and India as fields to promote publishing houses. From the Donation Reserve the amounts for 1918 and 1919 and also additional funds

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34. Annual Report 1919, p. 30.

35. Annual Report 1919, p. 20.

36. Annual Report 1921, pp. 12,13.

from these reserves for 1920, 1921, and 1922 were dedicated to establishing the Canadian Publishing Association on a sound, thriving basis free from debt. This was purely a missionary enterprise with no foreign conquest in mind. The following people were sent to re-establish the Canadian Press: Mr. and Mrs. Kenneth L. Gant, H. H. Rans, N. C. Nelson, Mr. and Mrs. C. L. Ashley, L. M. Gregg, K. P. Klopfenstein, Charles Maracle, R. W. Steward, Mr. and Mrs. Alex McIntyre, Euglnia Ralston, and Olive Osborne. Besides these the following were sent out: L. L. Caviness to Switzerland, J. G. Slate to South Africa, Mrs. Roger Altman to Singapore, and W. E. Phillips to South America.

This was a most fitting way to climax the strenuous war years. The Association had cap-stoned their achievements with their great foreign mission expansion program.

## CHAPTER V

### Turbulent Years 1920-1940

The years 1919 and 1920 were the two peak years in the sales history of the Association. But it was to be forced through the narrow straits of a financial trial during the decades of the thirties. For six years from 1930 to 1935 the Association recorded successive losses.<sup>1</sup> At this time the printing house was better prepared to meet these trying years than they did in the years from 1891-95. In this former period the house was dependent on commercial support and the General Conference even dismissed its general canvassing agents. Thirty conferences were forced to drop these agents. During the "thirties" the field was well manned for the publishing houses had returned from their cowardly retreat to commercialism. The fields and general agents were educated to higher responsibility.<sup>2</sup>

Prior to these severe years, 1919-20, the Association was still carrying on a vast program of mission extension. The Canadian Press had been established in its modern plant and now it had printed its first twenty thousand Canadian Watchman. The English publishing house at Stanborough had given so liberally to their evangelistic programs that its plant and equipment had depreciated to the danger point. The machinery was badly worn and there was desperate need of new equipment. They had no bindery and therefore were dependent on outside binderies.

They borrowed ten thousand dollars in its own name to loan the Stanborough Press sufficient funds to give them a working capital. By 1922 this press had demonstrated its worthiness by repaying the loan in full with interest.<sup>3</sup> The Association had enabled the South African house to build a five room cottage as a temporary home. They also sent trained help. In an endeavor to advance the publishing work in India the Association sent H. H. Hall to study the situation. Substantial appropriations were released to move and equip the plant in the semi-hill country.

Besides these mission workers L. B. Dye and Chester Rhodes sailed for Shanghai, China. The Review was charitable enough to give the Pacific Press in California a pressman, a proof reader, a list clerk, two stenographers, and a bindery worker.<sup>4</sup> Thus the Review aided in the mission-extension program by helping four publishing houses and sending out missionaries.

The workers entered enthusiastically into the new program for "Big-Day," "Big-Week" plans. They devoted a week once each year in which all the colporteurs, conference workers, and publishing houses united in giving their week's earnings, or their largest earnings in any one day of that week (preferably from the sale of books and papers) toward the support of foreign publishing houses.<sup>5</sup>

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1. Annual Report 1942, p. 17.
  2. Annual Report 1920, pp. 11,12.
  3. Ibid., p. 16.
  4. Ibid., pp. 16-18.
  5. Olsen, Origin and Progress, p. 439.

The factory was not neglected during these years of enthusiastic mission work. A real addition of two stories and a west-wing of four stories were added. The box factory, garage, and cafeteria were all built and several miscellaneous changes and repairs were made. Altogether it cost the Association \$94,688.49. New equipment was added to the amount of \$46,392.84. All this necessitated some heavy borrowing to the amount of \$183,755.73.<sup>6</sup> A study of the situation in 1922 revealed that the institution was financially sound. When the accounts payable were subtracted from the real estate, equipment, stocks, and accounts receivable it left a balance of forty thousand dollars.<sup>7</sup>

They planned that first Big-Week to purchase an adequate home and equipment for the South African Publishing Association in one day. The Review and Herald constituency raised \$24,588.57 from the proceeds of the best day in the Big-Week, a daring goal for 1921. In 1922 they planned to equip the publishing house in India and two other smaller plants: one in Yugoslavia, and one in Rumania. In that same year they sent out two trained workers: George A. Huse to Spain, and A. H. Dorons to England.<sup>8</sup>

The following year the severe times began with the book department. This department put up the sternest battle in the history of the institution in an effort to stay the downward trend in sales. Although there was a definite decrease in the volume of sales a panic was averted. The field organization was preserved intact. Truly the Review was better prepared materially and spirit-

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6. Annual Report 1920, pp. 19-24.

7. Annual Report 1922, pp. 26,27.

8. Annual Report 1921, pp. 12-15.

ually than it was for the crisis in 1892-93. The Association did not resort to its cowardly practices of former years. The field force was motivated by spiritual ideals instead of mere worldly salesmanship. The sales of periodicals remained up which seemed phenomenal considering the general drop in buying.<sup>9</sup>

Though the tithe and division of profits decreased by \$4,754.25 and the Big-Week receipts decreased by \$2,287.06 the mission extension program was not deterred. Besides their own field of mission activity they aided the Southern Publishing Association with six thousand dollars to help tide over their critical situation in France. Their training program sent out M. V. Tucker as manager of the Brazil publishing house and H. B. Fisher also, who had served the Review fifteen years. Mr. and Mrs. C. A. Carter were sent to China and Mrs. W. E. Bement followed her husband to India.<sup>10</sup>

The profits for 1923 were small on all classes of literature and it did not seem possible to make a good financial gain. After checking the financial statement it became evident that the losses had been eliminated to a certain extent by careful economy in all departments. Periodicals made a small loss in circulation. Though there was an apparent loss in book sales, the department made a gain in regular lines. A large edition of Christ's Object Lessons was printed for sale in the East and Midwest in 1922. The returns on this book amounted to \$109,000. When this figure is deducted, 1923 will show a gain over 1922 of \$52,938.84.<sup>11</sup> The Association's reserves to

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9. Annual Report 1922, pp. 18, 19.

10. Ibid., pp. 11-19.

11. Annual Report 1923, pp. 11, 13, 16.

the General Conference on its tithes and earnings, and Big-Week showed a considerable gain. Further assistance was given to the publishing work in India, the new Baltic States, Poland, Rumania, Madagascar, Egypt, Czechoslovakia, Yugoslavia, and Constantinople.

A persistent trend seemed evident in the sales of periodicals and books. Periodicals were following the general national trend to increase their circulation and the large subscription books decreased in demand. This trend had started in 1921 but by 1924 this trend was definitely evident. Then for a time the decline in the sales of large books seemed to be stemmed, but from 1928 to 1933 the downward trend in sales still persisted. At least the Association could take courage in 1924 that it was free from debt again or at least in a practical sense, for bills payable were \$71,381.83 and notes receivable plus accrued interest was \$104,121.92.

From 1921 the number of employees was reduced for a number of years. In 1921 there were 125 employed at the home plant, 55 less than a year ago. This was caused by the decrease in sales, and the united effort of the branch offices to unload their surplus kept in reserve during the war for emergency. Also, the Association had borrowed heavily to tide them over the war-time emergency and they were not able to come out from under this burden until 1924. This necessitated a reduction in the Review family. It was a cause of perplexity to the employees and caused deep regret to the management. The board of management tried to ease the problem for the employees released. No reduction in wages was made until April 1, 1922 and then by only 8 per cent.

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12. Ibid., p. 22.

13. Annual Report 1924, p. 16, and Annual Report 1925, pp. 19-21.

14. Ibid., pp. 20, 21.

15. Annual Report 1921, pp. 17-19.

In general, 1927 was not a selling year but was dominated by a spirit of conservatism. Yet the largest report of all-over sales were recorded except for the abnormal years 1919-20 following the war.<sup>16</sup> The book department had made a special experiment the year before. They planned to establish or stabilize the present worth of the Review and Herald at \$450,000 making the entire earnings from this time on available for improving the field work methods. Forty-five per cent of the earnings were to be distributed to the General Conference and to the Review and Herald board and the remaining 55 per cent was to be used for special promotion plans in the Review and Herald's territory.<sup>16</sup> Experiments were planned to promote the sales work in New England, the Middle-Atlantic states, and the North-Central states. The most interesting experiment was a plan whereby a subsidy was given to colporteurs as a reward of efficiency both in number of hours worked and in the volume of sales. Forty-nine colporteurs received \$4,437.50 worth of books at retail prices as awards. The student scholarship plan was revised and the rewards were increased. This new plan stirred the ambitious student colporteurs to new zeal. This same year the Association offered another scheme to the field. They offered to finance the salary of assistant field secretaries up to half of their salaries if it was not more than five hundred dollars. Better results were soon evident, especially where student colporteurs were being used.<sup>17</sup>

The Big-Week plan which started seven years ago to establish a publishing house in every important country and language area, was now extended to encompass the building of training schools and dispensaries. In the past

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16. Annual Report 1927, p. 13.

17. Ibid., pp. 19, 20.



seven years the Association had given \$150,000 from its earnings while Big-  
 18  
 Week returns netted \$212,000, a total of \$363,000. Perhaps the greatest con-  
 tribution to mission lands was the previously trained workers sent out. In  
 1927 Miss Frances Light was sent to Costa Rica, Mr. and Mrs. Bryan Votair to  
 Northwest India, Mr. and Mrs. Harry E. Beddoe to the Bahama Island, and Mrs.  
 M. L. Lastinger to Panama. Four others were sent to conferences in the United  
 19  
 States.

In an effort to stem the decrease in the sales of large subscription  
 books the price was reduced by as much as a dollar a book. But in 1929 the  
 book department was forced to look back at 1928 and see a decline in sales  
 of \$54,439.68 over the preceding year of 1927. The following figures show  
 20  
 the trend:

1920	\$1,047,150.53
1921	813,992.89
1922	700,553.05
1923	679,246.18
1924	640,383.14
1925	673,013.91
1926	692,373.86
1927	714,515.69
1928	660,075.98

The colporteurs stood the strain well. The employees' loyalty was so  
 intense that they found jobs outside the Review for long or short periods.  
 This still enabled them to work part time for the Review and yet make a  
 living. Thus they kept down the losses to some extent by an all around spirit  
 22  
 of cooperation. The employees were so ambitious they carried on an evange-

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18. Ibid., pp. 16,17.

19. Ibid., pp. 18, 19.

20. Annual Report 1927, p. 28, and Annual Report 1928, pp. 20, 21 and  
Annual Report 1929, pp. 16,23.

21. Biennial Report 1943-1944, p. 53.

22. Annual Report 1931, pp. 15, 22.

listic campaign in Alexandria, Virginia, under the leadership of F. D. Nichol, a fellow employee, from 1930-31. Other evangelistic efforts were carried on  
23  
later.

The first year after the "crash of '29" an experiment was tried with our books to see if they could be sold in commercial book stores and department stores. The books used were largely Bedtime Stories, Bible Picture Stories, and Morning Watch Calendars. Four department stores in Washington, one in New York city, and others were used in this experiment. The trial was highly successful, but there was a serious question as to the advisability of this method in view of our colporteurs' interest. These types of books were very  
24  
good sellers and aids to the colporteur in these trying times.

In 1923 after three successive years of losses accumulating to \$54,830.34 the Association was thankful that during this era of the world's greatest depression they were still carrying on while other business houses had gone down. They could take some courage in the fact that in 1912 the notes and accounts payable equalled \$134,846.86 while in 1931 they had been reduced to \$15,412.21. Almost 10 per cent less than the previous twenty years debt. Sound business dictated that the investment reserves be held intact, so in 1932 they borrowed the needed money which brought the liabilities up  
25  
to \$34,043.26, still only about 20 per cent of the 1912 amount. The Association entered with good courage the year 1933, which saw the banks closed, the gold standard abandoned, the rise of Hitler, the withdrawal of Japan from the League, and the failure of the World Economic Conference.  
26  
The loss for 1933 was reduced by nearly half of the past year's loss.

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23. Annual Report 1931, pp. 10, 11.

24. Annual Report 1930, p. 28.

25. Annual Report 1932, p. 9.

26. Annual Report 1933, p. 10.

The net loss for 1934 was greatly reduced over the three previous years. The management entertained high hopes that in 1935 they would turn the corner onto "Prosperity Avenue." It is interesting to note that financial adversity seemed to prosper the social side of man. During the year's Annual Meeting they were entertained by three musical organizations the Men's Glee Club, the Ladies' Treble Clef, and the Review and Herald Band, all members of the Association's family.<sup>27</sup>

The following year was another prosperous year, but as yet they had not returned to normal times so that their gains fully balanced their losses. There was a slight increase in employees over 1934. The plant had been running on a thirty-five hour week with a few forty hour weeks and an occasional double shift.<sup>28</sup> The workers were looking forward to a forty hour week in '36.

No doubt the Review would have registered a profit but the board felt they could not turn a deaf ear to the call for assistance from two sister institutions that were in worse financial condition than they. They gave \$3,017.99 in donations that year and only recorded a loss of \$1,153.47. These expenditures and the assistance given to the workers in the conferences called for a payment of \$615.91 per week, or a total for the year of \$32,027.43.<sup>29</sup> These facts explain why they missed the anticipated profit expected in '35.

Subscription book sales though not large, showed a general gain over the whole territory. Small books were prepared for use by church members in lay evangelism. They proved profitable. Periodicals reflected encouraging activities.<sup>30</sup> If the Association had not turned the corner at least it was at the corner.

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27. Annual Report 1934, pp. 9, 15.

28. Annual Report 1935, pp. 6,8,11,12.

29. Ibid., pp. 13, 15.

30. Ibid., pp. 18,21,43.

By 1936 the terrible depression had begun to loosen its grip on the world's windpipe. Money began to flow more freely. The output of the Review when compared with the former two years had materially increased. It was becoming evident that the margin of profit was much smaller than in former years.<sup>31</sup> Definite study was being given to reducing production costs. The survey revealed the needs for a more technically trained corps of workers, fixed standards for machinery production and hand work, modernization or replacement of antiquated machinery, and long-range planning of stock inventories with a daily production schedule.<sup>32</sup> In line with these ideas a trade school was set up. The department for secretaries and stenographers was the only branch set into operation in 1936. Plans were made for classes in the composing room, in the bindery, and in the pressroom.<sup>33</sup> To improve the equipment a new OO-Miehle press and a Miehle Verticle press were placed in the pressroom. The bindery received a Cleveland folder, a Dexter Quad folder, and a Rosback Rotary perforater, and a Seybold Precision cutter was ordered. The composing room was not forgotten. It received two Model 8 Linotype machines to replace two Model 14's which had seen twenty years of service.<sup>34</sup>

The book department realized no great spurt in business but there was a steady month by month increase beginning with a loss of 14 per cent in January compared to the previous January. The loss decreased as the months passed until the department showed a gain of 12 per cent over 1935. It is of interest

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31. Annual Report 1936, p. 5.

32. Ibid., p. 16.

33. Ibid.

34. Ibid., p. 23.

to note that the large subscription books shared this gain. Though the periodicals registered a slightly smaller volume of sales than in 1935, the profit and loss sheet recorded an operating gain of \$5,561.64, whereas a year ago the department operated at a loss of \$3,453.59.<sup>35</sup> The increase, in book sales was believed to be due in a large measure to the extra advertising sent out into the conferences in the form of Review and Herald advertisements, circulars, bulletins, placards, and special supplements to the three union papers. The publishing house restored the foreign section in their new catalogue including a special Bible section, and sent out nearly twice the number of former catalogues.<sup>36</sup> The Association laid progressive plans for future advertising.

Still further study was given to lowering production costs and increasing plant efficiency. Though the Review and Herald had produced its largest annual volume of printing, 635 tons not including many tons of miscellaneous paper, the volume in 1925 was three-fifths less than 1937. The money value was one-sixth more in 1925 than in 1937. Many expenses had increased during those years; for example, the sustentation had increased from 3 per cent in 1925 to 11 per cent in 1937.<sup>37</sup> Many such factors must be studied in order to discern the proper meaning of profits and losses as they are generally listed. During the depression years the factory had carried only small inventories of books; When the rush orders began to come in during better years, they were forced to rush through the bindery a few books at a time and sent them out unseasoned. This proved unsatisfactory to the purchaser and expensive to the producer. This evil needed correction. To correct this condition it was be-

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35. Ibid., pp. 11-13.

36. Ibid., p. 34.

37. Annual Report 1937, pp. 11, 12.

lieved well, even in these uncertain years, to invest in well-selected and well-balanced book stocks and to put them through the bindery in advance. This plan materially reduced the cost of production.<sup>38</sup>

Because of these uncertain times the Association stuck to a two-year improvement plan begun the previous year. This plan was carried through except for work on the exterior of the main building which was in dire need of repair and for improvements on the inadequate lighting facilities. This placed the plant in fair condition.<sup>39</sup>

The future policies included plans for increasing the stock inventories so as to enable them to give better service at reduced costs. The cost of the renewed operation of the cafeteria, in partnership with the General Conference, together with the increased stocks of inventories reduced the cash on hand and increased the Association's liabilities. Therefore, a part of the new policy included plans for rigid economy, reduction of liabilities, keeping the personnel at the lowest point necessary for efficient operation of the plant and a moderate increase in selling prices. It was regretted that the support to the mission extension plans had to be limited to enable the Review to meet their liabilities. In the past it was felt that the measure of sacrifice for the mission extension had unbalanced heavily even a conservative maintenance policy.<sup>40</sup>

The year 1940 closed a decade of universal financial disorder which had severely affected the denominational organization. The Review and Herald, unexpectedly, had experienced a withering of the demand for denominational

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38. Ibid., p. 16.

39. Ibid., p. 18.

40. Ibid., pp. 19, 20.

literature. The value of retail sales from 1929 to 1933 had dropped 57 per cent.<sup>41</sup> Added to this distress, the physical plant was gravely in need of replacements and repairs. Through the six depression years, it was necessary to follow the policy of making only the necessary repairs. The already heavily used machinery was not ready to weather the depression years and maintenance costs were dearly felt. The rapidly changing demands for a lighter weight book required different types of equipment to insure economical production. The two year plant improvement plan had helped and the new stock inventory policy was a good measure, but, in the future a heavy program of repairs had to be promoted and continued as a major item in the budget.<sup>42</sup>

Further study for plant efficiency had convinced the executive department of a need for a modern cost system. The one used in the past was satisfactory for the day of large margins of profits but it was not equal to today's demands. The old system served only as a "post-mortem" of acts already passed and beyond repair. Trial and error methods were the only recourse under the old system. Therefore, the board decided to hire the service of an able production engineer. This decision was enacted in 1940 and proved of inestimable value.<sup>43</sup>

Past experience proved the absolute need of the Association's maintaining at least one hundred thousand dollars in reserves and preferably one hundred twenty-five thousand dollars. It was hoped that the Review would again increase its profits so as to be able to take a part in the great mission

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41. Annual Report 1939, p. 12, and Annual Report 1940, pp. 14-18.

42. Annual Report 1939, p. 13.

43. Ibid.

extension program. But the Review's spirit of sacrifice could not be allowed to impair the plant efficiency.<sup>44</sup>

The problem that caused serious reflection was that subscription book sales were still at a low ebb. Yet the Review had printed its largest annual volume of literature. The board had cause to ask, "What are we printing and where is it going?" Since the nature of the Review and Herald was evangelistic this was an imperative question. Trade books, those inspirational books printed for the inspiration of church members, had made up 4.52 per cent of the total book sales in 1920, but, in 1940 they amounted to 23.38 per cent of the total book sales. The force of these facts were inescapable. The emphasis of publishing had moved from the traditional evangelistic literature towards publications for shepherding the flock.<sup>45</sup>

These were some of the many problems pressing on the Association amid a decade of turbulent years.

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44. Ibid., p. 11.

45. Annual Report 1940, pp. 14-18.



## CHAPTER VI

### Recent Trends

Recent years have sent sales and profits soaring to a new high. No longer does the Association need to look back at the fruitful years of 1919 to 1920 in retrospect. The combined net sales for 1941 showed a gain of 34 per cent over 1940; for 1942 they made a gain of 19 per cent over 1941; reaching a net sales for the biennial period of \$1,540,425.77, a 65 per cent gain of the year 1939-40. The Association made an operating profit of \$87,717.23 in 1941 which was a 12 per cent profit on every dollar of income. In 1942 the profit was slightly smaller amounting to \$82,226.41, an amount equal to 9.5 per cent on the income dollars. But the net gain of 1942 was cut down by \$66,897.99, mainly because of a loss in the sale of two branch offices, and the gift of real estate to the Theological Seminary. These transactions<sup>1</sup> though made earlier were not recorded in the ledger until 1942.

It was evident that many aggressive spirits were determined to advance the frontiers of the church and they had drafted literature in hitherto unknown quantities to realize their ambitions. The colporteur also had been

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1. Biennial Report 1941-42, pp. 14, 15.

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swept in with this tide of enthusiasm.

The Review family had now grown to number 145 with a weekly pay roll of approximately \$3025. With the payment of overtime the weekly salary was nearly \$2000 more than in 1919-20 when they had a family of 181 on the roll. The average cost per man-hour estimated on the basic work week, had been raised 96 per cent since 1920.<sup>3</sup>

Some of the perplexing problems of the past decade had been solved. The exterior of the building which was covered with stucco had cracked and crumbled on the second floor walls so that moisture had entered and rotted large areas of the sheathing behind the stucco. The nails holding the slate on the mansard walls of the third floor had given way so that wind and water found easy entrance. By the end of 1940 the stucco had been removed and the deteriorated walls repaired and beautiful brick veneer had been built up from the foundation of the building. The third floor had been repaired and re-slated making it in excellent condition.<sup>4</sup> Further study was given to arranging the plant so that more economical production could be carried on in the plant. So in 1941 the constituency authorized the construction of a new wing suitable to house a modern pressroom, with a basement for the maintenance department and storage room. The wing was authorized by the board and the remodeling of the existing building so as to meet the demands for increased production. The Columbia Building Code required the board to build a more expensive wing than the board desired to construct, but they built it anyway.<sup>5</sup>

The storage problem for reserve stock which the new wing accomodated

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2. Ibid., p. 16.

3. Ibid., p. 17.

4. Ibid., pp. 20, 21.

5. Ibid., p. 22.

solved for a time one more of the problems faced at the close of the last decade. It would have been almost impossible to have kept the plant running during these perplexing times had the Association not provided for many tons of reserve paper stock.<sup>6</sup>

The equipment of the institution on the whole was put in excellent condition. The plant betterment plan, discussed especially in 1939 and 1940, did not call for an increase in equipment. However, the uncertain times urged some purchases: two new presses, a case making machine, a sewing machine, and the facilities for the new engraving room constituted the largest part of sixty thousand dollars in expenditures for equipment during this biennial period.<sup>7</sup>

The preceding measures which had assured the security of production, of prices, and of quality had been made sure by the better-arranged, well-equipped, and well-maintained plant, plus a skilled family of workers. These reforms had made possible the increased profit of 1941-42.<sup>8</sup> The foresight of these plans were proved beyond a doubt in the next four years. The profits of 1941 to 1946 would never have been possible under the plant conditions of 1936-39.<sup>8</sup>

The transformation during this biennial period required three hundred thousand dollars above normal operating demands. Therefore, about eighty thousand dollars was borrowed in lieu of cashing securities in hand. But in a few days the Review repaid the first twenty thousand dollars of this amount. Good progress was made in 1943 towards erasing this loan because the remodeling program was nearly completed and the store-room was full of stock, and no further plans had been made for purchasing heavy equipment.<sup>9</sup>

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6. Ibid., p. 23.

7. Ibid., pp. 26, 27.

8. Ibid., p. 24.

9. Ibid., p. 28.

By the time of the next biennial report of 1943-44, the reconditioning of the plant and the additions of the wing and its equipment at that time seemed to the management decidedly providential. These improvements would have been impossible under war conditions. The sales report revealed a net gain of  $43\frac{1}{2}$  per cent over the 1942 sales, and in 1944 a net gain of  $23\frac{1}{2}$  per cent over the 1943 figure. These sales figures for the biennial period rolled up to \$2,734,255.07, a 74 per cent gain over the previous biennial report. These activities brought in an operating profit of \$219,213.09 in 1943 and \$399,934.49 in 1944. On December 31, 1940 the total net worth of the Review was \$664,782.15 and the December of 1944 the total net worth was \$1,200,167.63.<sup>10</sup>

In 1940 the management had been greatly concerned because of the change of emphasis in publishing had moved from traditional evangelistic literature towards publishing books for the shepherding of the flock. Now they took courage, for subscription books earned nearly 61 per cent of the total profit of the Association for the years 1943 and 1944. The reason for this was the sale of a much larger volume of books at stable prices. About one hundred thousand copies of large and medium size subscription books were sold in 1941-42. This number of sales was doubled to two hundred thousand in 1943-44.<sup>11</sup> There was also a pronounced increase in sales of small subscription books.

There had been a famine of appealing illustrations for our books and periodicals. The best we had had been used so long and frequently that there was a desperate need for new material. Now a definite working plan had been arranged with some of America's leading artists to provide pictures made expressly for the Review and Herald Association. A man named Harry Anderson, an artist of national reputation, who was a recent convert, produced some

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10. Biennial Report 1942-43, p. 21.

11. Ibid.

remarkable pictures for publications. He was not able to devote full time to the painting of illustrations for the Association, but he was placed under continuous contract with the Review and Herald. T. K. Martin, art director, inspired many new illustrations. The art department was completely modernized with a photographic department, offices, and work room.<sup>12</sup>

It has been the policy of the Review and Herald to make each piece of literature self-supporting. This has proved essential to the stability of the house. It has become evident in recent years that there was a need for a number of books that required extended research and other unusual expenses not included in the cost of the regular books and made it difficult to offer them at an acceptable price. It would be impossible to produce such books and offer them for sale under the standard policy. The printing of the Midnight Cry, by F. D. Nichol, was an example. Knowing that there <sup>was</sup> a need for such books that required <sup>an</sup> unusual amount of expense in their preparation, the board set aside a reserve of \$25,000 to make such publications possible.<sup>13</sup>

The church felt that the health truths believed by this people were a power in giving the gospel. For that reason an additional \$25,000 reserve was set aside to be used by the College of Medical Evangelists to foster research projects in the field of nutrition and physical therapy. Thus it was hoped that the health teachings of the denomination might be presented in a more scientific manner in the church health magazine, Life and Health.<sup>14</sup>

These years had their problems. It was fortunate that the Review used 960 tons of book and periodical paper in 1942, which outdistanced any previous years, for the government selected 1942 as the basic year to determine the

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12. Ibid., pp. 23,24.

13. Ibid., pp. 25,26.

14. Ibid., p. 25.

amount of paper that could be used in the succeeding war years.

In 1943 the presses were limited to 90 per cent and in 1944 to 75 per cent of the tonnage used in 1942. Even with a 25 per cent cut in paper, the number of tracts and paper-covered books printed in 1944 nearly duplicated the deliveries in 1942, and the case-bound books printed were almost doubled. These books have been gradually reduced in weight until a smaller amount of paper has printed twice as many books. For 1945 the situation with respect to paper and help was even more critical than in the past.<sup>15</sup>

For several years it had been the policy of this institution to build up its securities and reserves. With such unpredictable times ahead and with the hopes of the near ending of the war, the securities were increased from \$95,223.94 in 1943, to \$360,960.32 in 1944.<sup>16</sup> The reserves for 1944 appeared exceptionally high because the Review promised to pay a hundred thousand dollars in that year for the rehabilitation of institutions destroyed by war. An additional fifty thousand dollars was set aside to help in different types of campaigns in the field should it become necessary. To assist the colporteurs in emergencies five thousand dollars of additional reserves were set aside over the previous reserves of 1932. Reserves were made for unemployment benefits, post war adjustments, and literature development already mentioned. It had been nearly three years since the Association had been able to purchase major items of new equipment. Considering this \$75,000 was set aside for the purchase of new equipment. Since this was not enough the Association must look forward to setting aside additional reserves in 1945 and perhaps in future years.<sup>17</sup>

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15. Ibid., pp. 29,32.

16. Ibid., p. 96.

17. Ibid., pp. 98-100.

After World War I, it will be remembered that the Review took part in a plan to establish publishing houses in many lands and building up those already established. The Association was assigned the English-speaking countries in the world. Now that another catastrophe had struck the world there was a desperate need to rehabilitate many of the church's foreign institutions. That is why the board had built up the one hundred thousand dollars mentioned, that they might enter into an active campaign to rebuild the foreign organizations.

The sales report of 1945-46 revealed a smaller increase than the 1943-44 report, but the volume in hard-bound books greatly increased. The number produced in 1942 was 225,000; in 1944, 437,000; and in 1946, 641,000. Yet the cost of producing some books had risen as high as 35 per cent over the cost in 1945. Hence, it became necessary to raise the prices of the books varying from about fifty cents to one dollar and a half in retail price. The major portion of these increases were on subscription books from which the Review and Herald realized only 30 per cent of this change in price; the remainder went to the Book and Bible Houses and colporteurs. The same general thing happened to their production costs of periodicals, on which, in general, the institution never attempted to realize a profit. There was an increasing number of employees to share in this great enterprise. At the time of the previous biennial report there were 204 workers; now in 1946 there were 246 workers.

The art department was receiving still greater interest. The Association had made great progress in developing this department. It was obvious that the production of literature could not be separated from illustrations. It was necessary to develop this department still more if the Review products were to appeal to the public, and if their colporteurs and field representatives were

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18. Ibid., pp. 98,99.

19. Biennial Report 1945-46, pp. 10, 11.

to receive a fair chance in their door to door efforts. Harry Anderson now made his home in the community of the publishing house. His skill meant much to the Review because he was a believer, therefore, he understood from the heart the message the Association was endeavoring to give. To illustrate these truths, these artists studied the Word as diligently as the minister that they might faithfully preach it by the pen and brush.<sup>20</sup>

Increasing the art work and illustrations in connection with the literature demanded electroplating equipment, and adequate floor space for developing this feature of the plant. Of necessity the Review had been sending much of their work to commercial concerns. This had proved unsatisfactory because it brought delays that were embarrassing and expensive. Since electroplating is a profitable line of factory work the Review has encouraged its development.<sup>21</sup>

At the outbreak of the war in 1941 the Association was just in the stage of improving its equipment. Many of the machines were either worn out or outdated. Then the replacement program was stopped. These conditions together with six years constant running brought the institution's replacements and additions to a dangerous peak. A number of machines had been on order for several years. A few of them were now being delivered; however, the Review had been notified that other machines would not be delivered for two more years. During 1945 the Review spent \$22,166.32 in new or rebuilt machines. The following year \$90,171.45 of new equipment was placed in the plant.<sup>22</sup>

In spite of the previous enlargement of the plant, the workers were now more crowded than they were before. Whereas, in the year of enlargement they

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20. Ibid., pp. 12,13.

21. Ibid., p. 14.

22. Ibid., pp. 13, 14.



produced 225,216 hard-backed books now they were producing 641,167 of the same type of books and the periodicals had likewise increased. Knowing this, it was easy to see why the plant needed further enlargement. Workers' desks were even placed in the chapel. The storage space was so fully consumed that the Review had stored paper about six miles away. These conditions impeded economic production. Plans were studied and costs were considered to increase the plant capacity.<sup>23</sup>

It had become apparent in 1945 that if the Review was to supply the vacancies in its ranks, and call in the necessary additions, it must do something to provide suitable living quarters for those new workers. In order to accomplish this, several structures were purchased that would accommodate two to four families. The Association owned a splendid building site and they began studying the possibility of erecting an apartment.<sup>24</sup>

The Review and Herald Association took upon itself a heavy responsibility in rehabilitating the foreign mission work. They were assigned the task of rebuilding the Shanghai publishing house, and already they had sent machinery for that purpose. The Association had advanced one hundred fifty thousand dollars for this work. They also voted to provide seventy-five thousand dollars for the aid of other publishing houses in Japan, Korea, and other places. This participation markedly increased the interest of the Review and Herald family in foreign missions.<sup>25</sup>

It had become the conviction of the board that such a large publishing house as theirs should not entirely depend upon the manuscripts that indiscriminately came to them, but that they should encourage and promote other types of

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23. Ibid., p. 14.

24. Ibid., p. 15.

25. Ibid., p. 12.

literature most needed. Therefore, the Review continued to vote reserves for such books as would not pay their own way but would be most valuable. One of the future projects suggested was that the Association promote the creation of a Bible commentary that would be in entire harmony with the teachings of Ellen G. White. It is clear that such a treatise would make a large contribution to church leadership and influence students of the church. The board felt that the Review had manifested a generous policy towards mission needs and some of the educational needs of its own territory, and also toward promoting literature that had felt spiritual need though not an economic remuneration. If this liberal policy was to be continued, the board sensed the need of greater production and the maintenance of larger investment securities that could be trusted in times of depression and inflation.

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Standing before the 1946 gathering of the biennial session of the Association, the general manager said,

We do not know what the future holds for us, neither do we know the economic problems of tomorrow, and I think it is fully conceded that the year before us may possibly be one of great financial opportunity, but even if such opportunity appears before us, it cannot be realized without extraordinary alertness, wise counsel, and careful and economic management. It seems certain the future financial situation is not to be easy. A few years ago no one could have been made to believe that the Review and Herald would achieve the production that it reached in 1946. 27

Lastly he sounded the keynote policy.

It is highly important that we at all times keep our house in order to supply the needs of the field. When expansion of work takes place there, we should be ready to supply our part. 28

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26. Ibid., p. 13.

27. Ibid., p. 15.

28. Ibid.

The history of the Association is most significant to the Seventh-day Adventist church. Its foundations were laid in the very beginning of the Advent Movement. Indeed, long before the organization of the General Conference The Advent Review and Sabbath Herald was shaping the mind and conscience of the early Advent leaders. In fact the leaders of the Review were the leaders of the denomination.<sup>29</sup> Later through the pages of the Review and Herald its editor Uriah Smith with the aid of James White succeeded in creating the embryo church organization that made possible the successes of the denomination. It is interesting to note even in this day, the lack of differentiation between the General Conference and the Review and Herald Association on the part of many, as is evidenced by the misdirection of letters intended for the General Conference and sent to the Review and Herald Association, and vice versa.<sup>30</sup>

Mrs. White was never the executive head of the Association, but her power and influence over its policies were second to none. Her authority was definitely demonstrated when she condemned the rebuilding of the printing plant in Battle Creek. When she gave the board their marching orders—they obeyed. Moving such a large publishing house to the East was no small endeavor. Yet, she had no legal authority. Her influence rose above trivial financial consideration and gave an overpowering spiritual impetus to the organization that caused men to sacrifice that the Association might live.

It was the individual sacrifices that held the organization intact at times when, perhaps, the financial policies followed were not the wisest. The board by 1916 had exerted itself so hard to liquidate its indebtedness that the plant efficiency was impaired. The war years made it impossible to

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29. Biennial Report 1943-44, p. 9.

30. Ibid.

secure the necessary new equipment. Then their production capacity became impaired by the crowded conditions in the plant and office. In 1919 when it seemed that the Association should have laid aside reserves for machinery they were paying, besides a tithe to the General Conference, one half of the net earnings after the tithe was deducted. The Review and Herald demonstrated its sincere motives if not its financial wisdom by capstoning the war years with a great foreign mission expansion program. The author believes that the General Conference in its zeal for foreign missions has exercised too heavy a hand on the profits of the organization.

The neglect of the plant became evident when the six depression years, 1930 to 1935, followed. After the close of the trying decade of the thirties the Association was forced to carry a heavy program of repairs. In the future it was concluded that the Review's spirit of sacrifice could not be allowed to impair the plant efficiency.

Before World War II a plant modernization and expansion plan was set into operation. During the war the Association continued to set aside reserves for machinery and equipment. Yet, the Review and Herald Association manifested an even more generous mission spirit. But now it was realized that if this liberal policy was to be continued there must be greater production, and there should be carried larger investment securities that could be trusted in times of depression or inflation.

This concludes the story that began when the Prophetess mended the coat of many patches and urged on the pioneer editor of the Review with the words that the publishing work would "—be like streams of light that went clear round  
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the world."

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