

1967

# A Study of the Executive Board of the Arkansas Baptist State Convention 1900-1965

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A STUDY OF THE EXECUTIVE BOARD OF  
THE ARKANSAS BAPTIST STATE CONVENTION  
1900-1965

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A Thesis  
Presented to  
The Graduate School  
Ouachita Baptist University

APPROVED:

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*Walter G. Lashley*  
Chairman  
*Sam Seward*  
*Goodson*  
*Carl E. Todd*

In Partial Fulfillment  
of the Requirements for the  
Master of Arts Degree

---

by *Carl Wesley Kluck, Sr.*  
Graduate School

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March 1967

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Arkansas Baptist State Convention, The Story of Religion in  
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W. B. Rogers, Sr., and L. W. Rogers, Jr., "Arkansas  
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pedia of Southern Baptists (Nashville: Broadman Press,  
1971), I, 77.

## CHAPTER I

### THE PROBLEM

#### I. BACKGROUND OF THE STUDY

Among the early immigrants across the Alleghany Mountains into Kentucky and Tennessee were numerous Baptists from Virginia and North Carolina. The Baptists were particularly well suited in their ideas of government, in their economic status, and in their form of church government to become the ideal western immigrants.<sup>1</sup> Thus, to some extent, the westward movement of the population was also a westward movement of the Baptists. During the first half of the nineteenth century, thousands of settlers migrated into the Mississippi Valley, of which the territory of Arkansas was an integral part. Many of these people were Baptists. George Gill, a Baptist preacher, formerly of South Carolina and Virginia, entered the territory in 1814 and settled on the White River at a place called Mount Olive, where he preached his first sermon on Christmas Day, 1814.<sup>2</sup> Even though George Gill may not have been the first Baptist to

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<sup>1</sup>William Warren Sweet, The Story of Religion in America (New York: Harper and Brothers, 1950), p. 215.

<sup>2</sup>J. S. Rogers, Sr. and Lynn E. May, Jr., "Arkansas Baptist State Convention: I. Baptist Beginnings," Encyclopedia of Southern Baptists (Nashville: Broadman Press, 1958), I, 72.

preach in Arkansas, this day marks the beginning of a memorable period in Arkansas Baptist life and history.

The history of Arkansas Baptists prior to the organization of a state convention is the story of the gradual development of a pioneer mission field. Early Baptist work in Arkansas was confronted with multifarious obstacles, such as physical barriers of the wild country, danger from Indians, shortage of preachers, Campbellism,<sup>3</sup> and anti-missionism; these hampered the growth and work of Baptists in the state. Nevertheless, Arkansas Baptists overcame these hindrances and, with the assistance of the American Baptist Home Mission Society, made notable progress during the first thirty-four years of their history. The gradual organization of associations slowly led to more centralized thinking on the part of the Baptists of Arkansas. With practically no denominational development beyond the associations and almost no previous institutional development,

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<sup>3</sup>A movement which stems from an early nineteenth century group of preachers in Kentucky, Ohio, and Pennsylvania. They rejected "man made creeds," and urged all Christians to unite in strict adherence to the simple teachings of the Bible. Largely Arminian in doctrine, they held that baptism was for the remission of sins, following "a good confession" of the divinity of Jesus and the promise to obey the Gospels, and that a "saved person could be lost if he did not endure to the end."

Arkansas Baptists came together in 1848 and formed the Arkansas Baptist State Convention.<sup>4</sup>

Perhaps the Saline Association is due most of the honor in the initiation of this organization. This association, meeting in annual session in September of 1847 with twenty-two churches represented, passed a resolution which suggested that the time was then ripe for the organization of a state convention to unite Arkansas Baptists. This body invited other associations in the state to join with it in effecting such an organization the following year.<sup>5</sup> The action which prompted the organization of a state convention came as the result of several prevailing conditions. These were, the growth of the associational spirit, the rise of state consciousness, the examples of Baptists in neighboring states, and the desire to establish permanent institutions.<sup>6</sup> On the epochal date of September 21, 1848, seventy-two messengers, seventy-one men and one woman, representing twenty-three churches from Saline and Liberty associations

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<sup>4</sup>Rogers and May, op. cit., I, 72.

<sup>5</sup>Baptist Advance (Little Rock), August 28, 1924, p. 3.

<sup>6</sup>Frank F. Norfleet, "A History of Arkansas Baptists to 1900" (unpublished Doctoral dissertation, The Southern Baptist Theological Seminary, Louisville, Kentucky, 1950), pp. 80-86.



congregated at Brownsville Baptist Church in Tulip, Dallas County, Arkansas and organized the Arkansas Baptist State Convention.<sup>7</sup>

Simultaneous with the organization of the Arkansas Baptist State Convention was the creation of the Executive Board. Charged with the responsibility of acting as its Board of Trustees, this body, composed of the elected officers of the Convention and ten or more managers,<sup>8</sup> was instituted to serve as the Convention's legal and business agent, administering the Convention's business in the interim between the annual meetings.<sup>9</sup>

## II. STATEMENT OF THE PROBLEM

Since the organization of the Arkansas Baptist State Convention, the Executive Board has filled a vital role in the Convention's program of work. The problem in this project was to make a study of the Executive Board. To achieve

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<sup>7</sup>James S. Rogers, History of Arkansas Baptists (Little Rock: Executive Board of Arkansas Baptist State Convention, 1948), p. 442.

<sup>8</sup>The term was used for twenty-five years to indicate elected members of the Board.

<sup>9</sup>Minutes of Arkansas Baptist State Convention (Ouachita Baptist University Library Microfilm of Minutes of the Arkansas Baptist State Convention), 1848, p. 5.

this goal it was necessary to examine records, reports, and historical accounts for the purpose of obtaining accurate data that pertain to this unit of the Convention's organizational structure.

### III. SIGNIFICANCE OF THE STUDY

This study was an attempt to interpret some of the facts of the Executive Board of the Arkansas Baptist State Convention. Investigation of this body may result in a more complete understanding of its nature and purpose. The study is offered for the consideration of individuals and groups interested in developing a clearer understanding of the Executive Board, and its functions in relation to the Convention.

### IV. DELIMITATIONS OF THE STUDY

It is not intended that this should be regarded as a detailed examination of all the functions, responsibilities, and proceedings of the Executive Board. The study concentrates on the historical developments since 1900, and the assigned activities of the Executive Board. Other areas will be discussed only in their relationship to the development of this prescribed pattern of research.

<sup>13</sup> T. L. Harris and Lynn E. May, Jr., "Arkansas Baptist State Convention: II. History of Convention," Encyclopedia of Southern Baptists (Nashville: Broadman Press, 1916), I, 77.

## V. DEFINITION OF TERMS

To insure a common understanding in this study, it will be necessary to define the following terms:

Executive Board. The term "Executive Board" shall refer to the Board of Trustees of the Arkansas Baptist State Convention. Throughout its history, this Board has been composed of three kinds of members: ex-officio members, who served by virtue of their position in the Convention organization, members elected from the state at large, and an elected representative or representatives from each association co-operating with the Convention.

Executive Secretary. Throughout this study, the term "Executive Secretary" shall refer to the secretary-treasurer of the Arkansas Baptist State Convention. As the chief executive officer of the Executive Board, the Executive Secretary was responsible for directing programs under the jurisdiction of the Executive Board. During the early years of the Convention the occupant of this position was known as General Agent.<sup>10</sup> Subsequently, this officer has been variously known as Corresponding Secretary in 1900,

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<sup>10</sup>T. L. Harris and Lynn E. May, Jr., "Arkansas Baptist State Convention: II. History of Convention," Encyclopedia of Southern Baptists (Nashville: Broadman Press, 1958), I, 77.

Missionary Secretary in 1901, later as General Secretary, and is presently referred to as Executive Secretary.<sup>11</sup>

Landmark. This term shall refer to a group of Baptists whose interpretation of mission methods differed with those of churches affiliated with the Arkansas Baptist State Convention. The Convention supporters were accused of not living up to true Baptist principles as found in the New Testament, and the churches were admonished to return to the old standards called the "Old Landmarks."<sup>12</sup> A controversy developed which created discord and ultimately resulted in a division in the ranks of Arkansas Baptists in 1902.<sup>13</sup>

## VI. COLLECTION AND USE OF DATA

Minutes of Arkansas Baptist State Convention, records of the Executive Board, and state Baptist periodicals were used as primary sources for this study. It was also necessary to refer to articles and books pertinent to the study. However, these were used as secondary sources.

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<sup>11</sup>Garland H. Allen, "A History of the Arkansas Baptist State Convention 1900-1950" (unpublished Doctoral dissertation, The Southern Baptist Theological Seminary, Louisville, Kentucky, 1952), p. 38.

<sup>12</sup>James S. Rogers, History of Arkansas Baptists (Little Rock: Executive Board of Arkansas Baptist State Convention, 1948), p. 588.

<sup>13</sup>Harris and May, op. cit., I, 76-77.

The data were used to present an account of the organizational developments and the activities of the Executive Board of the Arkansas Baptist State Convention.

#### 1. INTRODUCTION

At its organizational meeting the Convention recognized the need for an executive agency to control and carry out the work of the state body ad interim.<sup>1</sup> In an attempt to fulfill this need, a committee was appointed and charged with the responsibility of attending to all the Convention's business between sessions. The seventh article of the Convention's original constitution made provision for this body and established its official designation as the Executive Committee.<sup>2</sup> In 1853, at the sixth annual meeting of the Convention in Camden, it was resolved that the seventh article of the constitution be altered by substituting the word "Board" for "Committee."<sup>3</sup> Subsequently, this body has been officially known as the Executive Board.

<sup>1</sup>T. L. Harris and Lynn K. May, Jr., "Arkansas Baptist State Convention: II. History of Convention," *Encyclopedia of Southern Baptists* (Nashville: Broadman Press, 1957), p. 75.

<sup>2</sup>Minutes of Arkansas Baptist State Convention (Ouachita Baptist University Library Microfilm of Minutes of the Arkansas Baptist State Convention), 1846, p. 5.

<sup>3</sup>Ibid., 1853, p. 4.

CHAPTER II

COMPOSITION AND DEVELOPMENT OF THE EXECUTIVE BOARD

I. INTRODUCTION

At its organizational meeting the Convention recognized the need for an executive agency to control and carry out the work of the state body ad interim.<sup>1</sup> In an attempt to fulfill this need, a committee was appointed and charged with the responsibility of attending to all the Convention's business between sessions. The seventh article of the Convention's original constitution made provision for this body and established its official designation as the Executive Committee.<sup>2</sup> In 1853, at the sixth annual meeting of the Convention in Camden, it was resolved that the seventh article of the constitution be altered by substituting the word "Board" for "Committee."<sup>3</sup> Subsequently, this body has been officially known as the Executive Board.

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<sup>1</sup>T. L. Harris and Lynn E. May, Jr., "Arkansas Baptist State Convention: II. History of Convention," Encyclopedia of Southern Baptists (Nashville: Broadman Press, 1958), I, 75.

<sup>2</sup>Minutes of Arkansas Baptist State Convention (Ouachita Baptist University Library Microfilm of Minutes of the Arkansas Baptist State Convention), 1848, p. 5.

<sup>3</sup>Ibid., 1853, p. 4.

After the Civil War the Convention resolved to concentrate its efforts on the work of home missions.<sup>4</sup> The new emphasis on missions brought on the popular title of "State Mission Board," but the official name in the constitution continued as Executive Board.<sup>5</sup>

The Executive Board was brought into existence for the purpose of functioning as the Convention ad interim. The organizers of the Convention were cognizant of the need for a legal and business agent to transact the Convention's business and promote all its interests during the interval of annual sessions.<sup>6</sup> The constitution adopted by the Convention in 1848 defined the purpose of the interim body.

The Executive Committee shall transact all business during the recess of the Convention, and disburse the funds; shall fill all vacancies in its own body, and submit a report of their proceedings at each annual meeting.<sup>7</sup>

Even though there were changes in the name and constituency of this administrative body, and in the Convention's constitution, the Executive Board's purpose remained essentially the same throughout the nineteenth century.<sup>8</sup>

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<sup>4</sup>Ibid., 1867, pp. 2-3.

<sup>5</sup>Ibid., 1868-1899. See Constitutions.

<sup>6</sup>Harris and May, op. cit., I, 75.

<sup>7</sup>Minutes of Arkansas Baptist State Convention, 1848, p. 5.

<sup>8</sup>Ibid., 1849-1899. See Constitutions.

The original constitution required that the Board be composed of five Convention officers and ten or more managers. Five members constituted a quorum.<sup>9</sup> Under this constitutional provision the Board varied in size from fifteen<sup>10</sup> to thirty-eight,<sup>11</sup> the average size being twenty-four.<sup>12</sup>

The constitution underwent repeated minor revisions which resulted in fluctuation of the number elected from the state at large; but in 1882 the Board was reduced to eight, three from the state at large and the five Convention officers. Only three members were required for a quorum.<sup>13</sup> In 1888 the Board was increased to twelve, seven from the state at large and the five Convention officers. Four members constituted a quorum.<sup>14</sup>

In 1893 the Executive Board recommended that the Convention act to enlarge the membership of the Board to include one member from each association affiliated with the

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<sup>9</sup>Ibid., 1848, p. 5.

<sup>10</sup>Ibid., 1850, p. 2.

<sup>11</sup>Ibid., 1852, p. 2.

<sup>12</sup>Ibid., 1848-1859.

<sup>13</sup>Ibid., 1882, p. 2.

<sup>14</sup>Ibid., 1888, pp. 18-19.



Convention.<sup>15</sup> The Convention accepted the recommendation with the added provision for thirteen members at large, and elected a Board of thirty-nine members.<sup>16</sup> Thus in eleven years the Board increased from eight to thirty-nine. Through the leadership of the Executive Board the Convention made progress during the first fifty-two years of its history. Among its achievements was the expansion of the mission enterprise across the virgin territory of Arkansas. Norfleet declared, "The growth of missionary endeavor in those early years is so striking as to appear fantastic."<sup>17</sup> Since the Convention resolved in 1867 to direct its efforts to the work of home missions,<sup>18</sup> the major responsibility of the Executive Board was the execution of a vigorous program of mission work. Therefore, in those early

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<sup>15</sup>"Minutes of the Executive Board of the Arkansas Baptist State Convention" (unpublished material of the Arkansas Baptist State Convention, Baptist Building, Little Rock, Arkansas, June 29, 1893), p. 1.

<sup>16</sup>Minutes of Arkansas Baptist State Convention, 1893, p. 27.

<sup>17</sup>Frank F. Norfleet, "A History of Arkansas Baptists to 1900" (unpublished Doctoral dissertation, The Southern Baptist Theological Seminary, Louisville, Kentucky, 1950), p. 4.

<sup>18</sup>Minutes of Arkansas Baptist State Convention, 1867, pp. 2-3. *Ibid.*, 1899, p. 97. An inserted statistical table.

years of the Convention, the Executive Board was concerned chiefly with implementing the missionary purpose of the Convention by appointing missionaries and financing the work of missions in the state. Something of the progress made in mission work can be inferred from the following information which reflects conditions among Arkansas Baptists at the close of the nineteenth century.

There were forty-eight associations functioning at that time, ranging in size from Texarkana Association, with four churches and total membership of one hundred twenty-six, to Caroline Association, whose sixty churches and membership of four thousand, eight hundred fifty-one headed the list. The total number of churches was one thousand, two hundred seventy-nine; the number of ordained ministers was nine hundred twenty; and the number of Sunday Schools was two hundred thirty-seven. The total number of church members was sixty-eight thousand, four hundred seventy-six, which was an average of fifty-three members for each church.<sup>19</sup>

Throughout the nineteenth century Arkansas Baptists employed an organizational system which called for an administrative officer and an executive board at the head of their Convention. Toward the end of the century this system

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<sup>19</sup>Ibid., 1899, p. 57. An inserted statistical table.

came under serious attack from the Landmark element. The opposition continued to develop until it reached crisis proportions in the early years of the twentieth century.<sup>20</sup> According to Rogers, the two main features of the Convention system of work that the Landmark brethren attacked were cost and control.<sup>21</sup>

Even though the Convention's organizational system was a matter of controversy, there were not many unusual changes in the administrative setup. It was necessary to have some, but most of them were accomplished subtly and gradually, with little effort. Occasions for change were ordinarily brought about by changing times, emphases, and needs.<sup>22</sup> Some of the changes that were fundamental to the development of the Executive Board are treated in this chapter. Through them all the Executive Secretary and the Executive Board maintained their identity and position at the helm of the Convention proper.

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<sup>20</sup>T. L. Harris and Lynn E. May, Jr., "Arkansas Baptist State Convention: II. History of Convention," Encyclopedia of Southern Baptists (Nashville: Broadman Press, 1958), I, 76-77.

<sup>21</sup>James S. Rogers, History of Arkansas Baptists (Little Rock: Executive Board of Arkansas Baptist State Convention, 1948), p. 590.

<sup>22</sup>Garland H. Allen, "A History of the Arkansas Baptist State Convention 1900-1950" (unpublished Doctoral dissertation, The Southern Baptist Theological Seminary, Louisville, Kentucky, 1952), p. 38.

## II. COMPOSITION OF THE BOARD

The Executive Board underwent various alterations. In 1900 it consisted of thirteen members at large plus one member from each association.<sup>23</sup> Of the fifty-one members,<sup>24</sup> only seven were required for a quorum.<sup>25</sup> Two years later the number was increased to fifteen members from the state at large with the same representation of one member from the bounds of each association. Seven members were still considered as a sufficient number to constitute a quorum.<sup>26</sup> Arkansas Baptists approved an organizational change in 1904 which resulted in the consolidation of the Sunday School and Colportage Board with the Executive Board. At that time the Executive Board membership was raised to twenty-one from the state at large and one from each association in the state.<sup>27</sup> Of the sixty-five members elected that year,<sup>28</sup> only seven were required for a quorum.<sup>29</sup> In 1913 the Convention resolved that the Executive Board should be composed

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<sup>23</sup>Minutes of Arkansas Baptist State Convention, 1900, p. 6.

<sup>24</sup>Ibid., 1900, p. 4.

<sup>25</sup>Ibid., 1900, p. 6.

<sup>26</sup>Ibid., 1902, p. 7.

<sup>27</sup>Ibid., 1904, p. 6.

<sup>28</sup>Ibid., 1904, pp. 2-3.

<sup>29</sup>Ibid., 1904, p. 6.

of seventy-five members, one from the bounds of each association, and the remainder from the state at large. Fifteen members were required for a quorum.<sup>30</sup> Eight years later the Convention did an about-face and reduced the Executive Board to the small number of fifteen members at large with no representation from the associations as such. The constitution stated that the members were to be pastors and laymen, not more than three were to have residence in any one city, town, or community, and no member could serve concurrently on any other board or hold any other office within the Convention. Ten members constituted a quorum. At that time some formerly designated Executive Board responsibilities were divided among the several other Boards and Commissions.<sup>31</sup> Soon the numerical strength of the Executive Board began to increase. In 1924 a total of twenty-one members were elected from the state at large; not more than three were to have residence in any one city, town or community, and eleven were recognized as a quorum.<sup>32</sup> After two years the number was increased to forty-five members chosen from the state at large with not more than five from any one county of the state. Twenty members constituted a

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<sup>30</sup>Ibid., 1913, pp. 5-6.

<sup>31</sup>Ibid., 1921, pp. 123-125.

<sup>32</sup>Ibid., 1924, p. 104.

quorum.<sup>33</sup> A third consecutive increase came in 1929. This brought the number of Board members to sixty, fifteen from the state at large and forty-five from the co-operating associations.<sup>34</sup> Three years later the constitution was amended. There was no change in the representation from the state at large, but representation from the associations was changed from a set number, as in 1929, to one member from the bounds of each co-operating association.<sup>35</sup>

The Convention adopted a set of bylaws in 1946; however, these produced no change in the composition of the Board.<sup>36</sup> The bylaws, as amended in 1948, stated that the President of the Convention by virtue of his office should be a member of the Executive Board for the duration of his term of office.<sup>37</sup> The Convention's recognition of its president as an ex-officio member of the Executive Board was an act of concurrence with action taken by the Board in 1934. At that time the Executive Board agreed that the Convention

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<sup>33</sup>Ibid., 1926, pp. 117-118.

<sup>34</sup>Ibid., 1929, p. 108.

<sup>35</sup>Ibid., 1932, pp. 67-68.

<sup>36</sup>Ibid., 1946, pp. 8-11.

<sup>37</sup>Ibid., 1948, p. 15.

president be recognized as an ex-officio member of its body with all benefits and privileges of a regular member.<sup>38</sup>

In 1954 the Convention changed its policy relative to the membership of the Executive Board. The members from the state at large were eliminated as such, and provision was made for an increased associational representation. The constitution stated that the Executive Board was to be composed of one member from the bounds of each co-operating association with a membership up to five thousand, and one additional member for each additional five thousand constituency, or major fraction thereof, provided, however, that no association be entitled to more than five members. Twenty members were recognized as a sufficient number for a quorum.<sup>39</sup> With the exception of a constitutional amendment in 1962, the composition of the Executive Board remained unaltered. The 1962 amendment declared that the State President and the Executive Secretary of Woman's Missionary Union be ex-officio members of the Executive Board.<sup>40</sup> As of

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<sup>38</sup>"Minutes of the Executive Board of the Arkansas Baptist State Convention" (unpublished material of the Arkansas Baptist State Convention, Baptist Building, Little Rock, Arkansas, February 1, 1934), p. 1.

<sup>39</sup>Minutes of Arkansas Baptist State Convention, 1954, p. 29.

<sup>40</sup>Ibid., 1962, p. 38.

1965 the Executive Board consisted of seventy-four members, three of whom were listed as ex-officio.<sup>41</sup>

The numerical strength of the Executive Board fluctuated constantly, but for the most part the changes were insignificant. However, in 1921 a major change reduced Board membership from seventy-two to fifteen. At that time the Convention revised some of its Boards and Commissions. Among other changes, provision was made for the organization of a State Mission Board consisting of twenty-four members. The Mission Board assumed the work of state missions which had been largely under the direction of the Executive Board. The existence of the State Mission Board accounted for the reduction in the number of Executive Board members. The Executive Board maintained a reduced constituency until the Mission Board was discontinued in 1926. Immediately upon the dissolution of the State Mission Board, Executive Board membership was increased to forty-five, and within three years exceeded the over-all average of fifty-nine members.

With the exception of a period of years from 1921 to 1929, the Executive Board was composed of members from across the Convention territory. Each co-operating association had at least one representative on the Board.

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<sup>41</sup>Ibid., 1965, pp. 9-10.



## III. REQUISITES FOR MEMBERSHIP ON THE BOARD

For the first twelve years of the twentieth century the Convention followed the well-established precedent of electing members to the Executive Board annually to serve for one year.<sup>42</sup> In 1913 the Convention inaugurated a rotation election whereby one-third of the entire membership would be elected each year for a three-year term. To get the new system into operation, the Convention devised and adopted a plan whereby one-third of the Board members were elected to serve one year, one-third to serve two years, and one-third to serve three years. Thereafter each member was elected to serve three years, and each year the Convention elected successors to all those whose terms expired.<sup>43</sup> After ten years an amendment to the constitution made it clear that one-third of the Executive Board would be elected annually to hold office for three years.<sup>44</sup> The Convention's bylaws adopted in 1946 contained a provision concerning eligibility for re-election to Board membership after the three-year term had elapsed. The provision stipulated that members of the Executive Board having served one term of three years would not be eligible for re-election until as

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<sup>42</sup>Ibid., 1900-1912. See Constitutions.

<sup>43</sup>Ibid., 1913, pp. 5-6.

<sup>44</sup>Ibid., 1923, p. 46.

much as one year had elapsed.<sup>45</sup> The bylaws were amended in 1948. The amendment allowed Board members to serve two successive three-year terms with a one-year period of ineligibility upon the completion of the second term.<sup>46</sup> Subsequently, Executive Board members were elected at each annual meeting of the Convention. Board membership was limited to two consecutive terms of three years each. No person was considered eligible for re-election after the expiration of the second term of service until as much as one year had elapsed.<sup>47</sup>

According to the constitution, the Convention placed very little emphasis upon the eligibility of Executive Board members from the viewpoint of personal qualifications. For a brief period of years, 1902 through 1912, the constitution declared that persons shall be elected to the Executive Board "on account of their business ability, consecration, and wisdom."<sup>48</sup> However, various other policies governing the eligibility of Executive Board members were approved

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<sup>45</sup>Ibid., 1946, pp. 10-11.

<sup>46</sup>Ibid., 1948, p. 40.

<sup>47</sup>Ibid., 1965, pp. 15-18.

<sup>48</sup>Ibid., 1902-1912. See Constitutions.

through the years,<sup>49</sup> and incorporated in the Convention's constitution and bylaws:

1. Upon the removal of any Executive Board member from the bounds of his or her association, his or her membership on the Executive Board ceases therewith; his or her successor in office may be named by the Nominating Committee of the Executive Board to hold office until the next meeting of the Convention.

2. No member of this Board shall hold any remunerative office under the Convention or any of its institutions.

3. No member of a Board of Trustees of any institution of this Convention may at the same time be a member of the Executive Board of the Convention.

4. All elected officers of this Convention shall be members of churches co-operating with this Convention. This must also apply to members of the Executive Board and the institutional boards of this Convention.

5. A member filling an unexpired term not having served the full term of years as provided by the constitution, shall be, at the discretion of the Nominating Committee, eligible for election to a full term.

6. Members of the Executive Board, having served two full terms of three years shall not be eligible for re-election until as much as one year has elapsed.

7. Any member of the Executive Board who misses all the Executive Board meetings and the Executive Board Committee meetings for one year shall be automatically dropped from membership on the Board.

8. All associational missionaries or mission pastors receiving all or part compensation from the Convention through the Executive Board shall be considered employees of the Convention and shall not be members of any Convention or institutional board.

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<sup>49</sup>Ibid., 1921, p. 123.; 1923, p. 86.; 1926, pp. 117-118.; 1946, p. 10.; 1948, pp. 15, 40.; 1955, p. 20.; 1962, p. 38.

9. The various associations of Arkansas, whose churches are affiliated with this Convention, may submit to the committee on nominations names of those whom they believe should be considered for membership on the Executive Board as members from that association.<sup>50</sup>

These Convention-approved requisites for Executive Board membership gave directions concerning eligibility for election and continuing membership on the Board. They were designed and enforced to increase the efficiency of the Board's operation.

#### IV. WOMEN ON THE BOARD

In 1922 Woman's Missionary Union presented a very significant memorial to the Arkansas Baptist State Convention. Through this means Arkansas Baptist women expressed their desire for a closer co-ordination of the work of men and women in the missionary enterprises fostered by the Convention. The women requested that they be placed on the Boards of the State Convention and that men be placed on the Boards of Woman's work. Consequently, an amendment prevailed instructing nominating committees in the future to take notice of this memorial, and to make no distinction in the matter of sexes in nominating boards.<sup>51</sup>

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<sup>50</sup>Ibid., 1965, pp. 15-19.

<sup>51</sup>Ibid., 1922, pp. 82-83.

While other state organizations, some of which are the Alabama State Convention,<sup>52</sup> the District of Columbia Baptist Convention,<sup>53</sup> the Florida Baptist State Convention,<sup>54</sup> the Baptist Convention of Georgia,<sup>55</sup> and the Illinois Baptist State Association,<sup>56</sup> had elected women in varying numbers and relationships to serve on their Administrative Boards, Arkansas Baptists were slow to do so. Despite the dilatoriness of the Convention in executing the 1922 resolution in relation to Executive Board membership, action taken at the 1962 annual session of the Convention gave women ex-officio membership on the Board. At that time the Board recommended and the Convention approved that,

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<sup>52</sup>Davis C. Woolley, "Alabama Baptist Convention: III. Program of Work of Alabama Baptists," Encyclopedia of Southern Baptists (Nashville: Broadman Press, 1958), I, 25.

<sup>53</sup>M. Chandler Stith, "District of Columbia Convention: Program of Work of District of Columbia Baptists," Encyclopedia of Southern Baptists (Nashville: Broadman Press, 1958), I, 375.

<sup>54</sup>Arthur W. Mathis, "Florida Baptist State Convention: III. Program of Work of Florida Baptists," Encyclopedia of Southern Baptists (Nashville: Broadman Press, 1958), I, 451.

<sup>55</sup>James W. Merritt, "Baptist Convention of Georgia: III. Program of Work of Georgia Baptists," Encyclopedia of Southern Baptists (Nashville: Broadman Press, 1958), I, 540.

<sup>56</sup>L. H. Moore, "Illinois Baptist State Association: III. Program of Work of Illinois Baptists," Encyclopedia of Southern Baptists (Nashville: Broadman Press, 1958), I, 673.

<sup>60</sup>Minutes of Arkansas Baptist State Convention, 1900-1920. See Constitutions.

"The State President and the Executive Secretary of Woman's Missionary Union shall be ex-officio members of the Executive Board."<sup>57</sup> After these two women served for two years on the Executive Board as ex-officio members, the Convention in the 1964 annual session elected Mrs. R. H. Jones of Osceola to a three-year term of membership on the Executive Board as an associational representative from the Mississippi County Association.<sup>58</sup> Thus, Mrs. Jones became the first woman ever elected to the Executive Board with privileges of full membership.<sup>59</sup>

#### V. PERSONNEL OF THE BOARD

For several years the constitution of the Convention was void of any statement regarding the personnel of the Executive Board.<sup>60</sup> Then, for a five-year period, beginning in 1921 and continuing through 1925, the constitution indicated that the Executive Board shall be composed of

<sup>57</sup>Arkansas Baptist (Little Rock), November 15, 1962, p. 3.; Minutes of Arkansas Baptist State Convention, 1962, p. 38.

<sup>58</sup>Arkansas Baptist (Little Rock), November 19, 1964, p. 9.; Minutes of Arkansas Baptist State Convention, 1964, p. 10.

<sup>59</sup>Arkansas Baptist (Little Rock), December 10, 1964, p. 11.

<sup>60</sup>Minutes of Arkansas Baptist State Convention, 1900-1920. See Constitutions.

"pastors and laymen."<sup>61</sup> However, the constitution was revised in 1926, and in the revision the reference to Board personnel was deleted.<sup>62</sup> Consequently, very little was recorded officially relative to the ecclesiastical classification of the personnel of the Board. Nevertheless, Convention records indicate that both ministers and laymen have served as members of the Executive Board. There was no requirement governing representation of either group on the Board, and the ratio of each group to the total fluctuated constantly. The data in Table I reflect the personnel of the Executive Board for the period of years treated in this study.

Ministers and laymen composed the personnel of the Board's membership. The relation of each group to the total varied considerably; however, ministers constituted the majority. The average proportion of ministers to total Board membership was seventy-eight per cent. The ratio of ministers to the total membership ranged from fifty per cent in 1923 to ninety-eight per cent in 1943. The ratio of laymen to the total membership varied from a high of fifty per cent in 1923 to a low of two per cent in 1943.

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<sup>61</sup>Ibid., 1921, p. 123.; 1922, p. 92.; 1923, p. 86.; 1924, p. 104.; 1925, p. 98.

<sup>62</sup>Ibid., 1926, pp. 117-118.

TABLE I

## CLASSIFICATION OF EXECUTIVE BOARD PERSONNEL

Year	Ministers	Laymen	Ex-officio Ministers	Ex-officio Laymen	Total
1900	36	15			51
1901	29	17			46
1902	39	19			58
1903	39	20			59
1904	40	25			65
1905	40	24			64
1906	49	17			66
1907	46	20			66
1908	46	20			66
1909		(No Record)			
1910	38	29			67
1911	38	27			65
1912		(No Record)			
1913	48	27			75
1914	49	27			76
1915	44	32			76
1916	48	27			75
1917	48	27			75
1918	46	29			75
1919	44	30			74
1920	43	29			72
1921	9	6			15
1922	8	7			15
1923	8	7		1 <sup>a</sup>	16
1924	12	9			21
1925	12	9			21
1926	37	8			45
1927	38	8			46
1928	39	6			45
1929	50	10			60
1930	49	11			60
1931	50	10			60
1932	52	5			57
1933	(No Report - Convention did not meet)				
1934	51	6			57
1935	51	4	1		56
1936	51	4	1		56

<sup>a</sup>President of the Convention.

Minutes of Arkansas Baptist State Convention, 1900-1935. See Directory of Convention.



VI. TABLE I (continued)

Year	Ministers	Laymen	Ex-officio Ministers	Ex-officio Laymen	Total
1937					
					(First Session - January 19-21)
	52	4	1		57
1937					(Second Session - December 7-9)
	49	5	1		55
1938	52	4			56
1939	51	4	1 <sup>b</sup>		56
1940	54	2			56
1941	54	2			56
1942	53	2			55
1943	54	1			55
1944	46	6			52
1945	49	7			56
1946	49	8			57
1947	49	8			57
1948	51	6	1		58
1949	51	6	1		58
1950	53	6	1		60
1951	53	7	1		61
1952	54	6	1		61
1953	57	5	1		63
1954	55	5			60
1955	58	8			66
1956	57	9			66
1957	57	8			65
1958	56	8	1		65
1959	55	11			67
1960	57	9	1		67
1961	60	9	1		70
1962	58	10	1	2	71
1963	57	14	1	2	74
1964	55	16	1	2 <sup>d</sup>	74 <sup>e</sup>
1965	55	16	1 <sup>c</sup>	2 <sup>d</sup>	74 <sup>e</sup>

<sup>b</sup>Presidents of the Convention 1935, 1936, 1937, 1939.

<sup>c</sup>Presidents of the Convention 1948-1953; 1958-1965.

<sup>d</sup>State President and Executive Secretary of Woman's Missionary Union 1962-1965.

<sup>e</sup>Minutes of Arkansas Baptist State Convention, 1900-1965. See Directory of Convention.

## VI. ORGANIZATION OF THE BOARD

The Executive Board, by choice and custom, elected annually its own officers and organized itself into standing committees.

### Non-salaried Officers

Three officials composed the roster of non-salaried Executive Board officers, namely, president, vice-president, and recording secretary. These officers were elected either in a post-convention session of the Board, which was held immediately following the last session of the annual meeting, or at the first regular meeting of the Board which usually was held within a month after the annual meeting of the Convention.<sup>63</sup> Executive Board bylaws adopted in 1938 stated that the non-salaried officers of the Board would consist of a president, vice-president, and recording secretary. The duties of these officers were those usually pertaining to corresponding offices in deliberative bodies. The bylaws further stated that the non-salaried officers shall be elected at the meeting of the Board following the state convention.<sup>64</sup> In 1959 a major change was made in the

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<sup>63</sup>"Minutes of the Executive Board of the Arkansas Baptist State Convention" (unpublished material of the Arkansas Baptist State Convention, Baptist Building, Little Rock, Arkansas, 1900-1937).

<sup>64</sup>Ibid., December 15, 1938, p. 2.

organization of the Executive Board. Bylaws adopted at that time indicated that the President shall be elected at the newly elected Board's organizational meeting which was held following the last session of the Convention.<sup>65</sup> Traditionally the Vice-President was elected at the first regular meeting of the Board in December.<sup>66</sup> Since 1958 the Executive Secretary served as the Recording Secretary of the Board;<sup>67</sup> therefore, the Board no longer followed the practice of annually electing a recording secretary.

Since 1900 twenty-nine men have served as President of the Executive Board. Of this number six were laymen and twenty-three were ministers. The laymen were: H. T. Bradford,<sup>68</sup> John Ayers,<sup>69</sup> W. K. Oldham,<sup>70</sup> J. P. Runyan,<sup>71</sup> C. A. Riley,<sup>72</sup> and C. L. Durrett.<sup>73</sup> The ministers were: James P. Eagle,<sup>74</sup> B. L. Bridges,<sup>75</sup> A. M. Rodgers,<sup>76</sup>

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<sup>65</sup>Ibid., January 26, 1959, p. 2.

<sup>66</sup>Ibid., 1900-1965.

<sup>67</sup>Ibid., November 20, 1958, p. 1.

<sup>68</sup>Ibid., 1904-1910.      <sup>69</sup>Ibid., 1910-1919.

<sup>70</sup>Ibid., 1919-1921.      <sup>71</sup>Ibid., 1921-1925.

<sup>72</sup>Ibid., December 15, 1925, p. 1.

<sup>73</sup>Ibid., 1927-1930.      <sup>74</sup>Ibid., 1900-1904.

<sup>75</sup>Ibid., 1930-1931.

<sup>76</sup>Ibid., January 27, 1931, p. 1.

George L. Hale,<sup>77</sup> J. F. Tull,<sup>78</sup> C. B. Waller,<sup>79</sup> L. M. Sipes,<sup>80</sup> E. P. J. Garrott,<sup>81</sup> T. L. Harris,<sup>82</sup> R. E. Naylor,<sup>83</sup> W. M. Pratt,<sup>84</sup> I. M. Prince,<sup>85</sup> T. H. Jordan,<sup>86</sup> W. R. Vestal,<sup>87</sup> L. H. Davis,<sup>88</sup> E. C. Brown,<sup>89</sup> Rel Gray,<sup>90</sup> S. A. Whitlow,<sup>91</sup> T. K. Rucker,<sup>92</sup> Bernes Selph,<sup>93</sup> O. L. Bayless,<sup>94</sup> James F. Brewer,<sup>95</sup> and R. L. South.<sup>96</sup>

### Salaried Officers

Since 1938 the bylaws of the Executive Board have indicated that the "salaried officers of the Board shall be an Executive Secretary and such other officers and field

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<sup>77</sup>Ibid., June 2, 1931, p. 1.

<sup>78</sup>Ibid., 1931-1932.      <sup>79</sup>Ibid., 1934-1936.

<sup>80</sup>Ibid., February 2, 1937, p. 1.

<sup>81</sup>Ibid., 1937-1940.      <sup>82</sup>Ibid., 1940-1943.

<sup>83</sup>Ibid., 1943-1944.      <sup>84</sup>Ibid., 1944-1946.

<sup>85</sup>Ibid., 1946-1947.      <sup>86</sup>Ibid., 1947-1949.

<sup>87</sup>Ibid., 1949-1951.      <sup>88</sup>Ibid., 1951-1953.

<sup>89</sup>Ibid., November 30, 1953, p. 1.

<sup>90</sup>Ibid., 1954-1955.      <sup>91</sup>Ibid., 1955-1957.

<sup>92</sup>Ibid., July 16, 1957, p. 1.

<sup>93</sup>Ibid., 1957-1959.      <sup>94</sup>Ibid., 1959-1960.

<sup>95</sup>Ibid., 1960-1963.      <sup>96</sup>Ibid., 1963-1965.

workers as may be necessary for prosecuting the work committed to it by the Convention."<sup>97</sup>

For several years the Executive Board had two executive officers: the Executive Secretary and the Associate Executive Secretary. The Executive Secretary, a salaried officer of the Board, was elected annually until 1924 when his election was changed from annually to an indefinite period of time.<sup>98</sup> The Executive Secretary was elected to execute the following plans and policies of the Convention and the Executive Board:

1. The Executive Secretary is the chief officer of the staff of the Executive Board charged with the responsibility of providing leadership in planning and directing all programs under the jurisdiction of the Executive Board.

2. The Executive Secretary co-ordinates the activities of other commissions, boards, and auxiliaries of the Convention, and promotes and co-ordinates the work of the Southern Baptist Convention in Arkansas.

3. The Executive Secretary is responsible for preparing a unified budget and submitting it through the proper committee to the Executive Board.

4. The Executive Secretary is to evaluate the progress of programs of the Executive Board and its staff members and bring to the Board reports on their work.

5. The Executive Secretary shall serve as ex-officio member and as secretary of the Executive Board and its

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<sup>97</sup>Ibid., December 15, 1938, p. 1.; September 9, 1948, p. 4.; February 15, 1955, p. 4.; January 26, 1959, p. 2.

<sup>98</sup>Ibid., June 17, 1924, p. 6.

principle committees and shall provide staff assistance to all committees.

6. The Executive Secretary shall serve as treasurer of the Executive Board and the Convention.

7. The Executive Secretary is to nominate for election in conjunction with the Operating Committee the department heads for the Board's election, and is responsible for the selection and employment of all other staff personnel.<sup>99</sup>

Table II presents information relative to the office of Executive Secretary.

J. S. Rogers	1902-1906 <sup>b</sup>
T. P. Aldredge	1906-1908 <sup>c</sup>
	1911-1913 <sup>d</sup>
	1913-1915 <sup>e</sup>
	1915-1919 <sup>f</sup>
	1919-1920 <sup>h</sup>

<sup>a</sup>Ibid., January 16, 1900, p. 1.

<sup>b</sup>Minutes of Arkansas Baptist State Convention, 1902, pp. 26-27; Baptist Advance (Little Rock), March 1, 1900, p. 8.

<sup>c</sup>Minutes of Arkansas Baptist State Convention, 1906, p. 21; Baptist Advance (Little Rock), November 19, 1906, p. 3.

<sup>d</sup>Baptist Advance (Little Rock), January 26, 1911, p. 2.

<sup>e</sup>Minutes of Arkansas Baptist State Convention, 1911, p. 37; Baptist Advance (Little Rock), December 4, 1911, p. 6.

<sup>f</sup>Minutes of the Executive Board of the Arkansas Baptist State Convention (unpublished material of the Arkansas Baptist State Convention, Baptist Building, Little Rock, Arkansas, December 2, 1913, p. 2; Ibid., February 5, 1915, p. 1; Minutes of Arkansas Baptist State Convention, 1915, p. 53.

<sup>g</sup>Minutes of Arkansas Baptist State Convention, 1919, p. 62.

<sup>h</sup>Minutes of the Executive Board of the Arkansas Baptist State Convention, pp. 211, July 29, 1920, p. 1; Baptist Advance (Little Rock), January 26, 1920, p. 1.

<sup>99</sup>Ibid., January 26, 1959, pp. 7-8.

TABLE II  
OFFICE OF EXECUTIVE SECRETARY

Occupant	Period of Service
A. J. Barton	1900-1902 <sup>a</sup>
J. F. Love	1902-1906 <sup>b</sup>
R. G. Bower	1906-1908 <sup>c</sup>
J. S. Rogers	1908-1911 <sup>d</sup>
John T. Christian	1911-1913 <sup>e</sup>
R. M. Inlow	1913-1915 <sup>f</sup>
J. S. Rogers	1915-1919 <sup>g</sup>
E. P. Alldredge	1919-1920 <sup>h</sup>

<sup>a</sup>Ibid., January 16, 1900, p. 1.

<sup>b</sup>Minutes of Arkansas Baptist State Convention, 1902, pp. 26-27.; Baptist Advance (Little Rock), March 1, 1906, p. 8.

<sup>c</sup>Minutes of Arkansas Baptist State Convention, 1906, p. 24.; Baptist Advance (Little Rock), November 19, 1908, p. 8.

<sup>d</sup>Baptist Advance (Little Rock), January 26, 1911, p. 8.

<sup>e</sup>Minutes of Arkansas Baptist State Convention, 1911, p. 37.; Baptist Advance (Little Rock), December 4, 1913, p. 6.

<sup>f</sup>"Minutes of the Executive Board of the Arkansas Baptist State Convention" (unpublished material of the Arkansas Baptist State Convention, Baptist Building, Little Rock, Arkansas, December 2, 1913), p. 2.; Ibid., February 5, 1915, p. 1.; Minutes of Arkansas Baptist State Convention, 1915, p. 53.

<sup>g</sup>Minutes of Arkansas Baptist State Convention, 1919, p. 62.

<sup>h</sup>"Minutes of the Executive Board of the Arkansas Baptist State Convention," op. cit., July 29, 1919, p. 1.; Baptist Advance (Little Rock), July 29, 1920, p. 1.

In 1917 the TABLE II (continued) listed the names of

Occupant	Period of Service
L. E. Barton	1920-1922 <sup>i</sup>
J. S. Rogers	1922-1929 <sup>j</sup>
T. D. Brown	1929-1931 <sup>k</sup>
B. L. Bridges	1931-1957 <sup>l</sup>
S. A. Whitlow	1957- <sup>m</sup>

<sup>i</sup>"Minutes of the Executive Board of the Arkansas Baptist State Convention," op. cit., September 9, 1920, pp. 1-6.; Baptist Advance (Little Rock), September 23, 1920, p. 4.

<sup>j</sup>"Minutes of the Executive Board of the Arkansas Baptist State Convention," op. cit., December 15, 1922, p. 1.; Baptist Advance (Little Rock), August 1, 1929, p. 4.

<sup>k</sup>Minutes of Arkansas Baptist State Convention, 1929, p. 10.; Baptist Advance (Little Rock), January 22, 1931, p. 1.

<sup>l</sup>Baptist Advance (Little Rock), April 2, 1931, p. 1.; "Minutes of the Executive Board of the Arkansas Baptist State Convention," op. cit., July 16, 1957, p. 5.

<sup>m</sup>"Minutes of the Executive Board of the Arkansas Baptist State Convention," op. cit., November 18, 1957, p. 1.

<sup>100</sup>ibid., February 21, 1917, p. 1.

<sup>101</sup>James S. Rogers, History of Arkansas Baptists (Little Rock: Executive Board of Arkansas Baptist State Convention, 1948), p. 472.

<sup>102</sup>"Minutes of the Executive Board of the Arkansas Baptist State Convention," op. cit., January 20, 1930, p. 6.



In 1917 the Executive Board instituted the office of Assistant General Secretary.<sup>100</sup> J. S. Compere served in this capacity from 1917 to 1919.<sup>101</sup> Since that time several others have occupied this office.

When the chief executive officer of the Executive Board became known as the Executive Secretary, the Assistant Secretary's designation was changed to Associate Executive Secretary.

The Associate Executive Secretary, a salaried officer of the Board, worked with the Executive Secretary to assist in the promotion of all the work of the Convention. The bylaws of the Board outlined his duties as follows:

1. The Associate Executive Secretary is responsible for the promotion of the Co-operative Program, and other phases of stewardship work fostered by the Convention.
2. The Associate Executive Secretary is an ex-officio member of the principal committees of the Executive Board.
3. When the Executive Secretary is not in his office, the Associate Executive Secretary assumes his responsibilities.<sup>102</sup>

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<sup>100</sup>Ibid., February 21, 1917, p. 3.

<sup>101</sup>James S. Rogers, History of Arkansas Baptists (Little Rock: Executive Board of Arkansas Baptist State Convention, 1948), p. 272.

<sup>102</sup>"Minutes of the Executive Board of the Arkansas Baptist State Convention," op. cit., January 26, 1959, p. 8.

Officers of the Executive Board were classified as non-salaried and salaried. Non-salaried officers included a president, vice-president, and recording secretary, each of which was elected annually. Since 1958 the Executive Secretary served as the permanent recording secretary of the Board; consequently, only the two other officers were elected annually. The salaried officers consisted of the Executive Secretary and his associate.

### Committees

Throughout the first thirteen years of the twentieth century the Executive Board had only one standing committee, that being the Executive Committee.<sup>103</sup> In 1900 this committee consisted of members of the Board who resided in Little Rock, and the Secretary of the Executive Board who lived in Conway.<sup>104</sup> The committee existed for the purpose of transacting business in the interim of regular Board meetings.<sup>105</sup> Since it was impossible for the full Board to assemble each month, it became necessary to formulate the Executive Committee. The committee was not appointed with any thought of centralization of power through committing

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<sup>103</sup>Ibid., 1900-1913.

<sup>104</sup>Ibid., 1900, p. 16.

<sup>105</sup>Ibid., December 10, 1901, p. 10.

the work to the hands of the few as against the many.

Rather, it was appointed solely that some, who by reason of their location could get together frequently, would be authorized to transact such business matters that demanded attention.<sup>106</sup> The Executive Committee met monthly to transact business.<sup>107</sup>

To insure more effective administration, the Executive Board in 1913 organized itself into several standing committees which covered all units of state work. Appointed by the President, the committees had advisory power only. The committees were: Administration and Finance, Field Forces, Co-operation with Churches and Associations, Church Building, Publication and Colportage, Home and Foreign Missions, City Missions, Orphanage, Schools and Colleges, Ministerial Education, Stewardship, and Budget. Each committee was responsible for the direction of the interest committed to it, subject to the direction of the Board, and gave a full report to the Board.<sup>108</sup> The Administration and Finance Committee of ten members served as the Executive Committee in behalf of the Executive Board in the

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<sup>106</sup>Baptist Advance (Little Rock), February 15, 1902, pp. 14-15.

<sup>107</sup>"Minutes of the Executive Board of the Arkansas Baptist State Convention," op. cit., February 17, 1900), p. 1.

<sup>108</sup>Ibid., December 2, 1913, p. 1.

consideration of such matters that did not require the attention of the full Board.<sup>109</sup> In order to prosecute its work, the committee met monthly on Tuesday, following the first Sunday of the month.<sup>110</sup> During the succeeding years, as occasion and need demanded, there were alterations, additions, and deletions to the original twelve committees. Alterations were noted in that the Budget Committee became the Budget and Apportionment Committee,<sup>111</sup> and the committee, originally designated as Co-operation with Churches and Associations, was reorganized and became two committees: Co-operative Work--Associations and Co-operative Work--Churches.<sup>112</sup> Additional committees were appointed as they were needed; they were: Old Ministers Relief,<sup>113</sup> Camp Pike Work, Pastoral Supply,<sup>114</sup> Audit,<sup>115</sup> Hospitals,

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<sup>109</sup>Minutes of Arkansas Baptist State Convention, 1914, p. 21.

<sup>110</sup>"Minutes of the Executive Board of the Arkansas Baptist State Convention," op. cit., March 16, 1920, p. 5.

<sup>111</sup>Ibid., December 7, 1915, pp. 2-3.

<sup>112</sup>Ibid., December 18, 1917, p. 2.

<sup>113</sup>Ibid., December 19, 1916, p. 2.

<sup>114</sup>Ibid., December 18, 1917, p. 2.

<sup>115</sup>Ibid., December 19, 1918, p. 2.

Evangelism, Association and County Missions, and Baptist Young People's Union and Sunday School Work.<sup>116</sup>

In 1927 the Executive Board reduced the number of its standing committees. The committees and the membership of each are specified as follows: Administration and Budget, seven members; Woman's Missionary Union and Laymen's Work, five members; Sunday School, Baptist Young People's Union and Assembly, four members; Baptist Advance and Book House, five members; Church Missions, five members; Evangelism and Enlistment, four members; Mountain Missions and Negro Work, five members; Educational Institutions, five members; and Benevolent Institutions, four members.<sup>117</sup> Subsequent to the original appointment, two additional committees were deemed necessary, a Budget Control Committee<sup>118</sup> and a Missions and Evangelism Committee.<sup>119</sup> The Baptist Advance and Book House Committee developed into the Baptist Book Store Committee and the Arkansas Baptist Committee.<sup>120</sup> The Administration and Budget Committee experienced several alterations both in

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<sup>116</sup>Ibid., December 29, 1919, p. 3.

<sup>117</sup>Ibid., January 13, 1927, pp. 1-2.

<sup>118</sup>Ibid., November 28, 1927, p. 2.

<sup>119</sup>Ibid., January 25, 1929, p. 2.

<sup>120</sup>Ibid., February 1, 1934, p. 1.

name and in numerical strength,<sup>121</sup> but there were no changes in its responsibility to act for the Board in all matters in the interim of regular meetings.<sup>122</sup>

Executive Board bylaws adopted in 1938 listed several standing committees and prescribed certain duties for their guidance. The committees were: Administration and Finance; Woman's Missionary Union and Laymen's Work; The Arkansas Baptist; Evangelism and Enlistment; Bible and Stewardship Schools and Negro Work; Educational Institutions; Benevolent Institutions; and Sunday School, Baptist Training Union, Baptist Student Union and Assembly.

The Administration and Finance Committee, scheduled to meet quarterly or on call, was duly charged with the responsibility of making such recommendations to the Board as dealt with finance, budgets, general policies, and programs. The committee acted on salaries of the administrative office, on the personnel of the office force, on office equipment, and in all emergencies between the meetings of the Board. Additional duties included the disposition of all unfinished business delegated by the Board. The committee had authority to take final action only in

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<sup>121</sup>Ibid., December 3, 1929, p. 3.; December 6, 1932, p. 2.; February 1, 1934, p. 1.; February 5, 1935, p. 3.; December 13, 1937, p. 2.

<sup>122</sup>Ibid., 1927-1937.

matters pertaining to the administrative office, according to the policies of the Board, and in such other matters as were committed to it.

Committees that were representative of the various organizations of the Convention--Woman's Missionary Union and Laymen's Work; The Arkansas Baptist; Evangelism and Enlistment; Bible and Stewardship Schools and Negro Work; and Sunday School, Baptist Training Union, Baptist Student Union and Assembly--were all charged with similiar duties. These committees were to recommend plans and policies for their respective divisions of work, to suggest budget expense, nominate workers not otherwise provided for, and provide recommendations relative to the salaries and general duties of the workers.

The Committees on Educational and Benevolent Institutions were to bring to the Executive Board a report that included information on the number of persons served during the year, a full account of liabilities and assets, a balance sheet showing receipts and disbursements for the year, and desires and plans of the institutions relative to special movements for endowment, building, equipment, debts, etc. The bylaws also prescribed certain regulations regarding these standing committees. The President of the Board in conference with the General Secretary could appoint the number of standing committees necessary for carrying on the

work of the Convention. Each committee was to be composed of from three to seven members; and no person could be a member of more than one committee, except in the case of the Administration and Finance Committee. Each Board member was to serve as a member of one committee.<sup>123</sup>

As the Convention's work increased in scope and became more specialized in nature, new committees were appointed and some existing committees were revised. The Executive Board's bylaws, as amended in 1955, listed fifteen standing committees and stipulated that they were to function in an advisory capacity only. The committees were classified into two principal categories, advisory and executive. The advisory committees were: Arkansas Baptist, Brotherhood, Evangelism, Benevolent Institutions, Educational Institutions, State Missions, Sunday School, Training Union, Music, Student Union, Retirement Plans, Woman's Missionary Union, Foundation, and Assemblies. The advisory committees had no executive authority. Each committee consisted of from three to seven members and served as a liaison between the department heads and the Executive Board.

The Executive Committee was the Board's most important committee. It consisted of the chairmen of the

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<sup>123</sup> Ibid., December 15, 1938, p. 2.



committees. The committee met quarterly or on call of its chairman, and the majority of its members constituted a quorum. The Executive Committee was empowered to act for the Board between meetings, provided that it never exercise any authority contrary to the expressed will of the Board. The Committee could make final recommendations on employing all department heads and associates. Such recommendations were to be made with the consent of and in co-operation with the Executive Secretary, and were to be submitted to the Board for approval. Furthermore, the Executive Committee could make recommendations to the Board touching finances, budgets, and general policies and programs. It passed upon salaries of the administrative office as well as the various departments, and acted in all emergencies between the meetings of the Board. One of the chief aims of the Executive Committee was to assist the Executive Secretary in the formulating of general activities of the Co-operative Program for the ensuing year. The committee was to lead the Executive Board in serving as the promotional agent in each of the co-operating associations.<sup>124</sup>

In 1956 the committee roster included the following: Executive Committee, seventeen members; Brotherhood Committee, five members; Training Union Committee, five

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<sup>124</sup>Ibid., February 15, 1955, pp. 5-6.

members; Woman's Missionary Union Committee, five members; Arkansas Baptist Committee, five members; Benevolent Institutions Committee, four members; Educational Institutions Committee, five members; State Missions Committee, five members; Sunday School Committee, four members; Music Committee, five members; Baptist Student Union Committee, four members; Retirement Plans Committee, four members; Foundation Committee, four members; Assembly Committee, five members; and Evangelism Committee, four members.

According to the bylaws, each year prior to the annual meeting of the Convention, the President of the Executive Board appointed an Organization Committee which was authorized to recommend to the Board such committees as were necessary to serve during the following year. The committees were recommended to and approved by the Executive Board at its first meeting following the annual meeting of the Convention.<sup>125</sup>

After many years of adherence to the well-established policy of having numerous standing committees, the Executive Board in 1959 reduced the number to six when it approved a major change in its organization. The bylaws for the new organization specified the committees as Operating, Finance,

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<sup>125</sup>Ibid., November 27, 1956, pp. 1, 4.

Advisory, Nominating, Program, and Executive.<sup>126</sup> The Advisory Committee was discontinued in 1961 since it had fulfilled the purpose for which it was created.<sup>127</sup> The chairman and members of the five regular committees were elected annually by the Executive Board. In addition to the elected members, the President of the State Convention and the President of the Executive Board were recognized as ex-officio members of all regular committees. Each regular committee was authorized to appoint sub-committees from its members to serve as an advisory committee to any program, institution, or agency of the Executive Board and Convention.

The Board's bylaws also prescribed certain duties and regulations governing these committees. The Operating Committee consisted of the President of the State Convention, the President of the Executive Board, one member from each of the eight districts of Arkansas, and the Executive Secretary, an ex-officio member, who served as secretary of the committee and assisted in its work. The Committee supervised and directed the functions of programs assigned to the Executive Board, nominated for election by the Executive Board the Executive Secretary and Editor of

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<sup>126</sup>Ibid., January 26, 1959, p. 3.

<sup>127</sup>Ibid., November 28, 1961, p. 4.

the Arkansas Baptist Newsmagazine, recommended the election of department heads nominated by the Executive Secretary, and directed the work of the Executive Secretary and the Editor of the state paper. In addition, the Operating Committee requested allocation of financial resources for assigned programs, authorized a sub-committee to allocate funds to churches and missions, reported to the Executive Board on programs, plans, achievements, and, with the Executive Secretary, reviewed annually the work of every department and made recommendations as to salary changes for department heads and their associates. The Committee scheduled meetings in alternate months except during the summer.

The Program Committee's primary interest was with the objectives, plans, policies, and accomplishments of the total program of Arkansas Baptists. This Committee consisted of about twenty-five members, and met at least twice each year. The duties of the Program Committee were as follows:

1. Propose broad program objectives for presentation to the Convention by the Executive Board.

2. Propose the plan of organization for the Convention and its committees and boards, which the Executive Board should recommend to the Convention as well as changes in the plan as required.

3. Propose the assignment of responsibility and authority for the conduct of specific programs to institutions and to the Executive Board.

4. Propose broad policies (except financial) to be observed by the institutions and the Executive Board in the conduct of their programs.

5. Review and evaluate the reports of Convention institutions and the Executive Board's Operating Committee on their program plans and accomplishments. Propose that the Executive Board recommend adoption of reports, and where appropriate, that the Board present resolutions instructing Convention institutions to corrective action with respect to making their programs more effective.

The Nominating Committee was held responsible for the nomination of chairmen and members of all the Executive Board committees. The Committee also nominated for election by the Executive Board Convention officers and members of Convention committees, the Executive Board, and Boards of Trustees whenever vacancies occurred between Convention sessions. This five-member Committee prosecuted its work according to the following principles:

1. Each member of the Executive Board should be assigned to at least one committee, but to not more than two committees.

2. The recommendations of the Nominating Committee should be voted upon by the Executive Board at its December meeting.

3. The chairman of a committee or sub-committee of the Executive Board should have at least one year's service on the committee on which he is chairman.

4. No committee or continuing sub-committee should be permitted to lose more than half of its members from one year to another, and one-third of the members shall be elected annually to serve for a term of three years.

The Finance Committee consisted of about twenty-five members and held at least two meetings each year. The

Committee's interest centered in financial policies and procedures followed in performing the program of the Arkansas Baptist State Convention. The Committee's prescribed duties included the following:

1. Propose broad financial policies to be observed by the institutions and the Executive Board in the conduct of their programs, and recommend any corrective actions needed.

2. Review and evaluate the financial practices of the Convention institutions and the Executive Board as reflected in their reports and financial statements.

3. Review estimates of future Co-operative Program giving and advise the Board on its recommendations concerning the goal for co-operative giving.

4. Propose the Co-operative Program goal for the coming year.

5. Propose the distribution of undesignated co-operative funds between the Southern Baptist Convention and the Arkansas Baptist State Convention.

6. Review requests of Convention institutions and the Operating Committee of the Executive Board for the allocation of undesignated financial resources. Propose to the Executive Board the allocations which it should recommend to the Convention.

The Executive Committee consisted of the President of the Executive Board who served as the committee chairman, the President of the State Convention, the chairman of the Operating Committee, the chairman of the Program Committee, the chairman of the Finance Committee, the chairman of the Nominating Committee, and the Executive Secretary, who was an ex-officio member and served as secretary. The Executive Committee had a fourfold responsibility:

1. Call a special meeting of the Executive Board when the Committee deems it necessary.

2. Recommend to the Executive Board action it is authorized to take on any matter as an ad interim body.

3. Suggest to Convention institutions actions that should be taken to make more effective their programs or more effective their financial resources.

4. Authorize the Executive Secretary to withhold funds from any institution or agency which fails to comply with the policies of the Convention or the Executive Board.<sup>128</sup>

Necessity prompted the Board to organize its first standing committee. Later the body organized itself into several standing committees for the purpose of insuring more effective administration. Guided by prescribed duties, each committee was responsible for the direction of the interest committed to it, was subject to the supervision of the Board, and reported all achievements and recommendations to the Board for its final action and approval.

the Executive Board subsequently engaged itself in several collaborative sessions throughout the Convention year. In 1958 the Convention's constitution stated that the Executive Board shall conduct regularly meetings. In compliance with this regulation the Board scheduled five meetings on the

Minutes of the Executive Board of the Arkansas Baptist State Convention (unpublished material of the Arkansas Baptist State Convention, Baptist Building, Little Rock, Arkansas, January 26, 1959), p. 2.

<sup>128</sup>Ibid., January 26, 1959, pp. 2-8.; September 11, 1961, p. 9.; November 28, 1961, p. 4.; November 27, 1962, p. 4.

CHAPTER III

ACTIVITIES OF THE EXECUTIVE BOARD

After depending upon various other office arrangements, the Executive Board established permanent headquarters at 401 West Capitol Avenue in Little Rock, Arkansas. In the structure located at that address, the Board maintained such offices and equipment regarded as essential in the prosecution of its activities.<sup>1</sup>

The primary purpose of this chapter is to present, as comprehensively as expediency permits, the activities of the Executive Board.

I. MEETINGS OF THE BOARD

In fulfilling the purpose for which it was created, the Executive Board customarily engaged itself in several deliberative sessions throughout the Convention year. In 1902 the Convention's constitution stated that the Executive Board shall conduct quarterly meetings.<sup>2</sup> In compliance with this regulation the Board scheduled its meetings on the

<sup>1</sup>"Minutes of the Executive Board of the Arkansas Baptist State Convention" (unpublished material of the Arkansas Baptist State Convention, Baptist Building, Little Rock, Arkansas, January 26, 1959), p. 2.

<sup>2</sup>Minutes of Arkansas Baptist State Convention, 1902, p. 7.



first Tuesday in December, March, June, and September.<sup>3</sup>

According to the minutes of the Board, regular quarterly meetings were conducted.<sup>4</sup>

Executive Board bylaws adopted in 1938 prescribed certain regulations governing its meetings. It was stipulated that the body should meet semi-annually at such times and places determined by the Board, the President of the Board and the General Secretary, or by the Administration and Finance Committee. At the Board's first meeting following the State Convention, the first item on the agenda after the religious exercises and roll call was the annual election of non-salaried officers. The bylaws further stated that each meeting shall be opened with religious exercises and closed with prayer, and that the meetings of the Board would be open to all co-operating Baptists except when the Board ordered otherwise. Visitors were allowed to speak before the Board by its unanimous consent. Since the Board meetings were to be conducted decently and orderly, no member of the body was allowed to speak before the Board without first arising to secure recognition by the presiding officer. No member could speak more than fifteen minutes at any one time or more

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<sup>3</sup>"Minutes of the Executive Board of the Arkansas Baptist State Convention," op. cit., November 21, 1904, p. 1.

<sup>4</sup>Ibid., 1904-1938.

than twice on any one subject without unanimous consent. Whenever the Executive Board was duly assembled for the purpose of transacting business it was governed by quorum regulations.<sup>5</sup>

Executive Board bylaws adopted in 1959 stated that the Board shall meet semi-annually at such times and places as may be determined by the Board, the President of the Board and the Executive Secretary, or by the Executive Committee of the Board. The first semi-annual meeting, usually held in December,<sup>6</sup> was for the purpose of perfecting the organization preparatory to entering into the program of work for the ensuing year. The second semi-annual meeting usually scheduled for August or September was for the purpose of adopting the budget, approving committee reports and recommendations, and the transaction of any other urgent business. In addition to the regular semi-annual meetings the Board, by choice and custom, met for a pre-convention session and a post-convention session. The pre-convention session, usually held immediately prior to the State Convention, was for the purpose of affirming the Executive Board report and recommendations as printed in the Book of Reports, and to transact other business that came to the

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<sup>5</sup>Ibid., December 15, 1938, p. 4.

<sup>6</sup>Ibid., January 26, 1959, p. 2.

attention of the body.<sup>7</sup> The post-convention session, held immediately following the adjournment of the last session of the State Convention, was for the sole purpose of electing the President of the Executive Board.<sup>8</sup> Consequently, the Executive Board normally met four times a year plus special called meetings when emergencies arose. Prior to 1959 special meetings were called by the President of the Board;<sup>9</sup> however, since that time such a call was issued upon the approval of the Executive Committee of the Board. The Board continued the established practice of opening all sessions with religious exercises and closing with prayer, as well as granting all co-operating Baptists admittance to its meetings except when in executive session or otherwise ordered.<sup>10</sup>

In addition to the deliberative sessions, it was customary on some important matters to poll the entire Executive Board by mail and thereby determine the opinion of its members. These polls included matters such as

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<sup>7</sup>Ibid., 1900-1965.

<sup>8</sup>Ibid., January 26, 1959, p. 2.

<sup>9</sup>David O. Moore, "Arkansas Baptist State Convention: III. Program of Work of Arkansas Baptists," Encyclopedia of Southern Baptists (Nashville: Broadman Press, 1958), I, 78.

<sup>10</sup>"Minutes of the Executive Board of the Arkansas Baptist State Convention," op. cit., January 26, 1959, p. 2.

finances,<sup>11</sup> the purchase of property,<sup>12</sup> the election of an editor for the state paper,<sup>13</sup> the resignation of an Executive Secretary,<sup>14</sup> and the election of an Associate Departmental Secretary.<sup>15</sup>

Even though Executive Board members served without financial remuneration, the Convention authorized an allowance in the state budget to defray the expenses of travel, meals, and lodging incurred by Board members in attending Executive Board meetings and meetings of committees working in its interest.<sup>16</sup> In 1942 the Executive Board approved a policy allowing its members four cents per mile if they used an automobile to attend Board meetings. Allowance was also made to cover the actual train or bus fare, and hotel expense not to exceed two dollars and fifty cents.<sup>17</sup> One

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<sup>11</sup>Ibid., May 8, 1942, p. 1.

<sup>12</sup>Ibid., July 17, 1947, p. 1.; January 15, 1957, p. 3.; February 6, 1961, p. 1.

<sup>13</sup>Ibid., January 15, 1957, pp. 1, 3.

<sup>14</sup>Ibid., July 16, 1957, p. 5.

<sup>15</sup>Ibid., July 25, 1957, p. 4.

<sup>16</sup>Minutes of Arkansas Baptist State Convention, 1918, p. 33.; "Minutes of the Executive Board of the Arkansas Baptist State Convention," op. cit., 1918-1935.

<sup>17</sup>"Minutes of the Executive Board of the Arkansas Baptist State Convention," op. cit., January 20, 1942, p. 2.

year later the Board voted to pay the actual hotel expense of its members when attending Board meetings.<sup>18</sup> Action taken by the Board in 1952 granted its members a mileage allowance of six cents for automobile expense in connection with attendance at meetings of the Executive Board.<sup>19</sup> In 1955 the Board adopted a policy which declared that its members serving on Executive Board Committees should be reimbursed for the expense involved in attending the committee meetings.<sup>20</sup> Since 1956 Executive Board members received an automobile mileage allowance of seven cents as compensation for travel expense incurred in attending Executive Board meetings and Executive Board committee meetings.<sup>21</sup>

Throughout its history, the Board and its committees assembled periodically for both scheduled and special called meetings. Board members were granted an allowance to defray expenses of travel, meals, and lodging incurred in attending the meetings. In addition to the meetings the entire Board was, on occasions, polled by mail to ascertain the opinion of its members on certain important matters.

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<sup>18</sup>Ibid., November 30, 1943, p. 12.

<sup>19</sup>Ibid., January 21, 1952, p. 1.

<sup>20</sup>Ibid., April 26, 1955, p. 1.

<sup>21</sup>Ibid., November 27, 1956, p. 3.

## II. DUTIES OF THE BOARD

The Executive Board from its beginning was the business agent of the Convention in legal matters, and had authority to carry on the business affairs of the Convention during the interval between the annual sessions of the state body. Throughout the years the Convention approved certain constitutional statements which prescribed the duties of the Board.<sup>22</sup>

In 1902 the work of state missions, which included the strengthening of weak churches, organizing new churches, and promoting the work of evangelism, was largely under the direct supervision of the Executive Board.<sup>23</sup> At that time the constitution authorized the Board to elect a Missionary Secretary to work under the direction of the Board. The Board was also authorized to employ any other agencies, such as general missionaries, evangelists, office personnel, and other means, including tracts, etc., which in their judgment would insure most rapid evangelization of Arkansas and the

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<sup>22</sup>Minutes of the Arkansas Baptist State Convention, 1900-1965. See Constitutions.

<sup>23</sup>T. L. Harris and Lynn E. May, Jr., "Arkansas Baptist State Convention: II. History of Convention," Encyclopedia of Southern Baptists (Nashville: Broadman Press, 1958), I, 78.

world. However, the Convention in session could elect the Missionary Secretary when it was deemed wise.<sup>24</sup>

The Executive Board was reorganized in 1913, and its duties and responsibilities were increased. The Convention reaffirmed that the Board attend to the business and perform the duties of the Convention during the interim of its meetings, and approved certain additional duties. The constitution indicated that the Executive Board co-operate with the churches in collecting and disbursing funds for evangelization, education, orphanage and hospital work, publications, Sunday School, Baptist Young People's Union, and whatever other work the Convention would see fit to engage in. However, unless the Convention specified to the contrary, it was not the duty of the Board to raise endowments for educational institutions. The Board was authorized to employ an adequate force of agents and workers to conduct its business. It was responsible for making an annual report to the Convention, and was empowered to change the time and place of the Convention in the event of an emergency.<sup>25</sup>

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<sup>24</sup>Minutes of Arkansas Baptist State Convention, 1902, p. 7.

<sup>25</sup>Ibid., 1913, pp. 5-6.

The Executive Board was relieved of some of its duties in 1921 when the Convention created a State Mission Board. After this change in organizational structure the duties of the Executive Board were as outlined below:

1. To promote and carry out the financial policies and programs of this Convention, and their authority shall not extend beyond such instructions. Provided that they may change the time and place of the meeting of the Convention in the event of the arising of an emergency.

2. To raise, collect, receive, and disburse all funds of the Convention as they may be ordered by the Convention.

3. To keep a full and complete record of their work and proceedings throughout the year and report the same faithfully to the Convention in annual session.

4. To employ an adequate force of agents and workers to conduct the business committed to them.

5. To represent the Convention in its relations with denominational bodies outside of the state.

6. To direct the Convention's publications.

7. This Board is not authorized to interfere with the internal policies or workings of any other Board.<sup>26</sup>

Upon the dissolution of the State Mission Board in 1926, the work of state missions was reassigned to the Executive Board. That same year the Convention revised its constitution and amended the duties of the Executive Board. These duties remained in effect and governed the work of the Board throughout the succeeding years.

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<sup>26</sup>Ibid., 1921, pp. 123-125.



The Executive Board is constituted and empowered by the Convention as its legal and business agent to administer all business committed to it by the Convention, and to employ such paid agents as it deems necessary in carrying out the missionary, educational, and benevolent enterprises of the Convention.

The Executive Board shall raise, collect, receive, and disburse all the funds for the Baptist Co-operative Program, both state and southwide. The office of the Executive Board is the clearing house for the business side of the Convention's work and a headquarters for Baptist information. Its books, records, and files shall at all times be open for the reference and inspection of any one who may desire to examine them. The Executive Board shall render to the Convention annually a complete and detailed statement of all its business for the year.<sup>27</sup>

Bylaws adopted by the Convention in 1946 further defined the duties of the Executive Board. The bylaws which gave direction to the Board through the ensuing years stipulated that:

The Executive Board, being the legal trustee of the Convention, shall be empowered by the Convention to administer all business committed to it by the Convention.

The Executive Board is empowered to act for the Convention between sessions of the Convention, provided that it shall never exercise any authority contrary to the expressed will of the Convention.

When any unforeseen emergency occurs in any of the affairs of the Convention, or in any of the interests it controls, that in the judgment of the Executive Board requires action before the next session of the Convention, the Executive Board shall have full authority to take such action as may seem necessary, and all interests concerned shall be governed by such action, provided the Executive Board shall make a full report of all matters pertaining thereunto to the next session of

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<sup>27</sup>Ibid., 1926, pp. 117-118.

the Convention for its approval, and provided further, that nothing in this article shall be construed as giving the Executive Board authority to execute any matter already committed by the Convention to any of its Boards of Trustees of its institutions unless such Board when so commissioned shall decline to act on the orders of the Convention.

All proposals requiring the expenditure of money by the Convention, or the Executive Board of the Convention, from the annual budget, shall be considered by the Executive Board, before being presented to the Convention.

This Board shall be charged with the responsibility to have the books and financial affairs of each and all the boards and institutions of the Arkansas Baptist State Convention audited annually by an accredited firm of auditors, all audits to be accessible to the Executive Board at its budget planning session, and to be included in the institution's report to the Convention.<sup>28</sup>

Since 1946 all trusteeships of the Arkansas Baptist State Convention were amenable to the Convention on all matters through the Executive Board. The bylaws stated that:

No trusteeship shall conduct extra movements to raise money outside its regular revenue-producing sources, nor shall a deficit in running expense be incurred without the approval of the Convention in session or of the Executive Board in case of aforementioned emergencies, except, as follows: When an emergency arises concerning the opportunity to purchase needed property for expansion, the president of the Convention, the president of the Executive Board, and the Executive Secretary of the Executive Board, (all three concurring) believing such an emergency exists and deeming it wise to incur indebtedness, may give the Trustees such permission, and make a full report to the Executive Board and to the next Convention in session.<sup>29</sup>

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<sup>28</sup>Ibid., 1946, pp. 10-11.; 1965, pp. 17-18.

<sup>29</sup>Ibid., 1946-1965. See By-laws.

In 1912 the Convention granted the Executive Board power to change either the time or place of the annual meeting of the State Convention should the occasion demand.<sup>30</sup> Eighteen years later this authority was enlarged, and the Board was empowered to call special sessions of the Convention in cases of emergency.<sup>31</sup> The Board continued to maintain this authority,<sup>32</sup> and on occasions exercised its prerogative.<sup>33</sup>

The subsequent listing is a compendium of Executive Board duties:

1. To promote the work of state missions.
2. To elect the chief executive officer of the Executive Board.
3. To employ all paid field and office personnel considered necessary to prosecute the work of the Convention.
4. To co-operate with the churches in raising, collecting, and disbursing Co-operative Program funds for both state and southwide causes.
5. To be exempt from the responsibility of raising endowments for educational institutions unless otherwise directed by the Convention.
6. To promote and carry out the financial policies and programs of the Convention.

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<sup>30</sup>Ibid., 1912, p. 19.

<sup>31</sup>Ibid., 1930, p. 20.

<sup>32</sup>Ibid., 1965, p. 16.

<sup>33</sup>"Minutes of the Executive Board of the Arkansas Baptist State Convention" (unpublished material of the Arkansas Baptist State Convention, Baptist Building, Little Rock, Arkansas, 1912-1965).; Minutes of Arkansas Baptist State Convention, 1950, pp. 18-21.

7. To represent the Convention in its relations with denominational bodies outside the state.
8. To direct the Convention's publications.
9. To refrain from interfering with the internal policies and workings of any other Convention board.
10. To serve as the Convention's legal and business agent administering all business committed to it by the Convention, and to perform the duties of the Convention in the interval of its annual sessions, provided that it never exercise any authority contrary to the expressed will of the Convention.
11. To regard its office as a clearing house for administering the business affairs of the Convention and as a headquarters for Baptist information.
12. To act when an emergency occurred in any of the affairs of the Convention or in any of the interests it controlled, provided the Board make a full report to the next session of the Convention, and provided that no other Convention Board had authority to act, or had declined to act, on orders of the Convention.
13. To consider all proposals requiring the expenditure of money by the Convention or the Executive Board of the Convention, before they were presented to the Convention.
14. To have all books and financial affairs of all the boards and institutions of the Convention audited annually by an accredited firm of auditors.
15. To recognize responsibility relative to Convention trusteeships that conduct extra movements to raise money outside their revenue-producing sources, and allow a deficit to occur in their running expenses or incur debts without Convention approval.
16. To call special sessions of the Convention in emergencies and change either the time or place of the Convention's annual meeting, or both, should the occasion demand.

1900-1901. Executive Board of the Baptist State Convention.

1902-1903. Executive Board of the Baptist State Convention.

1904-1905. Executive Board of the Baptist State Convention, pp. 11, 1904-1905.

## III. REPORT OF THE BOARD

From its beginning the Executive Board was governed by a constitutional regulation which made it responsible to keep a full and complete record of its work and proceedings throughout the year, and to faithfully submit an annual report to the Arkansas Baptist State Convention.<sup>34</sup> In compliance with the Convention regulation each year the Executive Board, through its President and the chief Executive Officer, rendered a comprehensive and detailed report of all its business for the year. The report of the Board customarily included a proposed annual financial budget which specified allocations for the Arkansas Baptist State Convention. Allocations included operating expense and capital needs allowances for the work of the Convention, and the agencies and institutions fostered by it. The budget also included Southern Baptist Convention causes.<sup>35</sup> Traditionally the budget was formulated by a committee, submitted to the Board for approval, and presented to the Convention for final approval.<sup>36</sup> Included also in the

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<sup>34</sup>Minutes of Arkansas Baptist State Convention, 1900-1965. See Constitutions.

<sup>35</sup>Ibid., 1900-1965. See Executive Board Reports.

<sup>36</sup>"Minutes of the Executive Board of the Arkansas Baptist State Convention," op. cit., 1900-1965.

Board's annual report were recommendations relative to future work and policies to be followed.<sup>37</sup>

SUMMARY

Consistent with the organization of the Arkansas Baptist State Convention in 1818 was the organization of the administrative body of the Convention which soon became officially known as the Executive Board. From its earliest beginning, it was the function and duty of the Board to provide and give direction to the work of the Convention in keeping with the constitution and bylaws. The Board was expected to serve as the Convention's legal and business agent, authorized to administer the Convention's business and serve as the Convention ad interim.

The Convention in annual session elected the Executive Board whose constitutionally was composed of members arbitrarily chosen from the state at large, members from the ranks of co-operative associations, and ex-officio members who served by virtue of their position in the Convention organization. Board membership consisted of ministers, laymen and women. Ministers and laymen served on the Board from its origin; however, ministers generally were in the strong majority. Until 1960 women were not elected to membership on this Board. Nevertheless, since that date

\_\_\_\_\_ with as ex-officio members and in the capacity

<sup>37</sup>Minutes of Arkansas Baptist State Convention, 1900-1965. See Executive Board Reports.

CHAPTER IV

SUMMARY

Concurrent with the organization of the Arkansas Baptist State Convention in 1848 was the organization of the administrative body of the Convention which soon became officially known as the Executive Board. From its earliest beginning, it was the function and duty of the Board to promote and give direction to the work of the Convention in keeping with the constitution and bylaws. The Board was empowered to serve as the Convention's legal and business agent, authorized to administer the Convention's business and serve as the Convention ad interim.

The Convention in annual session elected the Executive Board whose constituency was composed of members arbitrarily chosen from the state at large, members from the bounds of co-operating associations, and ex-officio members who served by virtue of their position in the Convention organization. Board membership consisted of ministers, laymen, and women. Ministers and laymen served on the Board from its origin; however, ministers generally were in the strong majority. Until 1962 women were not elected to membership on this Board. Nevertheless, since that date women served both as ex-officio members and in the capacity which granted full membership privileges. The total number

of Executive Board members for any one given year was determined by the constitution. However, the Convention was without any official formula to serve as a guide in determining what per cent of total Board membership was to be ministers, laymen, and women. The numerical strength of the Executive Board fluctuated constantly. Various systems and methods of determining Board membership were employed by the Convention, and these accounted for the size of the Board. Since 1954 Executive Board membership consisted of associational representation on a membership basis with a maximum limit for any one association. Under this system the interim body was composed of a balanced minimum representation from across the state, and protected from the possibility of a ruling majority from any one association.

For the forwarding of its work the Board organized itself into a number of standing committees representing the activities to be promoted. Additional special committees were appointed as occasion and need demanded. The committees had advisory capacity only, with all committee actions subject to the approval of the Board. The philosophy of the Board was that its most efficient work was accomplished through small groups who gave close attention and careful study to the various business matters, and



presented well-founded recommendations to the Board for final action and approval.

The Executive Board engaged itself in regular sessions to transact routine business matters, and was subject to call at any time to take action on special items of business that came under its assigned authority.

Due to the fact that the Executive Board was subject to the control of the Convention, it was held responsible to submit an annual report to the state body in session. The report presented in detail an account of work done by the Board during the Convention year. This gave the administrative body further opportunity to fulfill its purpose by presenting recommendations and proposals of future work and policies to be followed.

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APPENDIX

APPENDIX A

EXCERPT FROM THE CONSTITUTION OF  
THE ARKANSAS BAPTIST STATE CONVENTION IN 1900<sup>1</sup>

ARTICLE VI

This Convention shall elect by ballot annually a President, two Vice-Presidents, a Secretary, Assistant Secretary and Treasurer. It also appoint one brother from each Association and thirteen other brothers who shall compose the Executive Board, seven of whom shall constitute a quorum; said Board to hold office until their successors shall be appointed.

APPENDIX B

EXCERPTS FROM THE CONSTITUTION OF  
THE ARKANSAS BAPTIST STATE CONVENTION IN 1963<sup>2</sup>  
**APPENDIXES**

ARTICLE V.--OFFICERS

Section 1. The officers of this Convention shall be: President, First Vice-President, Second Vice-President, Recording Secretary and Treasurer. Each officer of this Convention shall be elected annually, except the Recording Secretary and Treasurer who shall be the same as the Executive Secretary of the Executive Board, and shall continue in office until his successor in office shall have been elected and qualified.

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<sup>1</sup>Minutes of Arkansas Baptist State Convention, 1900, p. 6.

<sup>2</sup>Minutes of Arkansas Baptist State Convention, 1963, pp. 14-15.

## APPENDIX A

### EXCERPT FROM THE CONSTITUTION OF THE ARKANSAS BAPTIST STATE CONVENTION IN 1900<sup>1</sup>

#### ARTICLE VI

This Convention shall elect by ballot annually a President, two Vice-Presidents, a Secretary, Assistant Secretary and Treasurer. Also appoint one brother from each Association and thirteen other brethren who shall compose the Executive Board, seven of whom shall constitute a quorum; said Board to hold office until their successors shall be appointed.

## APPENDIX B

### EXCERPTS FROM THE CONSTITUTION OF THE ARKANSAS BAPTIST STATE CONVENTION IN 1965<sup>2</sup>

#### ARTICLE V.--OFFICERS

Section 1. The officers of this Convention shall be: President, First Vice-President, Second Vice-President, Recording Secretary and Treasurer. Each officer of the Convention shall be elected annually, except the Recording Secretary and Treasurer who shall be the same as the Executive Secretary of the Executive Board, and shall continue in office until his successor in office shall have been elected and qualified.

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<sup>1</sup>Minutes of Arkansas Baptist State Convention,  
1900, p. 6.

<sup>2</sup>Minutes of Arkansas Baptist State Convention,  
1965, pp. 14-16.

Section 2. It shall be the duty of the President to preside over the deliberations of the Convention and to discharge such other duties as may devolve upon the presiding officer of a deliberative body. He shall appoint all committees unless the Convention shall otherwise determine. In the absence of the President, one of the Vice-Presidents shall preside in his stead.

Section 3. It shall be the duty of the Secretary to keep a record of the proceedings of the Convention, to edit and arrange publication of a suitable number of the minutes for distribution among the churches, as the Convention may direct, as soon as reasonably possible after the close of the session. He shall file and keep in order all papers deemed important to the work of the Convention.

#### ARTICLE VI.--THE EXECUTIVE BOARD

Section 1. This Convention shall elect a Board of Trustees as provided for in the Convention's charter. This Board shall be known as the "Executive Board of Arkansas Baptist State Convention." This Board shall be composed of one member from the bounds of each co-operating association with a membership up to 5,000, and one additional member for each additional 5,000 constituency, or major fraction thereof, provided however, that no association shall be entitled to more than five (5) members. The state President and the Executive Secretary of Woman's Missionary Union shall be ex-officio members of the Executive Board. Upon the removal of any Executive Board member from the bounds of his or her association, his or her membership on the Executive Board ceases therewith; his or her successor in office may be named by the Nominating Committee of the Executive Board to hold office until the next meeting of the Convention. No member of this board [sic] shall hold any remunerative office under the Convention or any of its institutions. One-third of this board [sic] shall be elected annually to hold office for three years, and twenty (20) members shall constitute a quorum. Any member of the Executive Board who misses all the Executive Board meetings and the Executive Board Committee meetings for one year shall be automatically dropped from membership on the Board.

Section 2. The Executive Board shall be constituted and empowered by the Convention as its business and legal agent to administer all business committed to it by the Convention, and to employ such paid agents as it may deem necessary in carrying out the missionary, educational,

benevolent and financial enterprises of the Convention. The Executive Board shall raise, collect, receive and disburse all the funds of the Baptist Co-operative Program, both state and southwide. The office of the Executive Board shall be a clearing house for administering the business affairs of the Convention, and a headquarters for Baptist information. Its books, records and files shall at all times be open for the reference and inspection of any co-operating church which may desire to examine them.

Section 3. The Executive Board shall render to the Convention annually a complete and detailed statement of all its business for the year.

#### ARTICLE VIII.--OPERATION OF AGENCIES

Section 1. Each board, agency, and institution of this Convention shall submit to the Executive Board at its annual budget planning meeting, which is to be held prior to the annual meeting of the Convention, a detailed statement of its sources of income, and a budget of proposed expenditures for the ensuing year. When received and adopted by the Convention, these budgets shall become the basis for the operations for the ensuing year.

#### ARTICLE IX.--MEETINGS

Section 1. The Convention shall meet annually, "if God permit," on a date to be fixed by the Convention. The Executive Board is empowered in emergencies to call special sessions of the Convention and to change either the time or place of meeting or both should the occasion demand.



## APPENDIX C

EXCERPTS FROM THE BY LAWS OF  
 THE ARKANSAS BAPTIST STATE CONVENTION IN 1965<sup>3</sup>

## 2. OFFICERS

The Treasurer of the Executive Board shall be also Treasurer of the Convention.

All elected officers of this Convention shall be members of churches co-operating with this Convention. This must also apply to members of the Executive Board and the institutional boards of this Convention.

## 3. THE EXECUTIVE BOARD

The Executive Board, being the legal trustee of the Convention shall be empowered by the Convention to administer all business committed to it by the Convention.

The Executive Board is empowered to act for the Convention between sessions of the Convention, provided that it shall never exercise any authority contrary to the expressed will of the Convention.

When any unforeseen emergency occurs in any of the affairs of the Convention, or in any of the interests it controls, that in the judgment of the Executive Board requires action before the next session of the Convention, the Executive Board shall have full authority to take such action as may seem necessary, and all interests concerned shall be governed by such action, provided the Executive Board shall make full report of all matters pertaining thereunto to the next session of the Convention for its approval, and provided further, that nothing in this article shall be construed as giving the Executive Board authority to execute any matter already committed by the Convention

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<sup>3</sup>Minutes of Arkansas Baptist State Convention, 1965,  
 pp. 17-19.

to any of its Boards of Trustees or its institutions unless such Board when so commissioned shall decline to act on the orders of the Convention.

All proposals, requiring the expenditures of money by the Convention, or the Executive Board of the Convention, from the annual budget, shall be considered by the Executive Board, before being presented to the Convention.

This Board shall be charged with the responsibility to have the books and financial affairs of each and all of the boards and institutions of the Arkansas Baptist State Convention audited annually by an accredited firm of auditors, all audits to be accessible to the Executive Board at its budget planning session, and to be included in the institution's report to the Convention.

Members of the Executive Board, having served two full terms of three years each shall not be eligible for re-election until as much as one year has elapsed.

The various associations of Arkansas, whose churches are affiliated with this Convention, may submit to the committee on nominations names of those whom they believe should be considered for membership on the Executive Board as members from that association.

#### 4. TRUSTEESHIPS

All trusteeships of this Convention shall be amenable to the Convention on all matters, through its Executive Board. No trusteeship shall conduct extra movements to raise money outside its regular revenue-producing sources, nor shall a deficit in running expense or debt be incurred without the approval of the Convention in session or of the Executive Board in case of aforementioned emergencies, except as follows: When an emergency arises concerning the opportunity to purchase needed property for expansion, the president of the Convention, the president of the Executive Board and the Executive Secretary of the Executive Board, (all three concurring) believing such an emergency exists and deeming it wise to incur indebtedness, may give the Trustees of an institution such permission, and make a full report to the Executive Board and to the next Convention in session.

Members of Boards of Trustees having served two full terms of three years each shall not be eligible for re-election until as much as one year has elapsed.

Not more than two (2) members of a Board of Trustees shall at the same time be members of the same local church, nor shall more than six (6) members reside in any one association.

A member of a Board of Trustees of one institution of the Convention may not at the same time be a member of any other Board of Trustees of another institution of the Convention.

No member of a Board of Trustees of any institution of this Convention may at the same time be a member of the Executive Board of the Convention.

## 5. COMMITTEE MEMBERS

1. A member filling an unexpired term not having served the full term of years as provided by the Constitution, shall be, at the direction of the Nominating Committee, eligible for election to a full term.

2. No member of a commission or committee delegated to study or make recommendations concerning our institutions shall be a member of any Board of Trustees of such institutions.

3. All associational missionaries or mission pastors receiving all or part compensation from the Convention through the Executive Board shall be considered employees of the Convention and shall not be members of any Convention or institutional board. The president of the Convention by virtue of his office shall be a member of the Executive Board for the duration of his term of office.

## APPENDIX D

AN OUTLINE OF BY LAWS OF THE EXECUTIVE BOARD<sup>4</sup>

## I. GENERAL

- A. The non-salaried officers of the Board shall consist of a President, Vice-President and the Recording Secretary, whose duties shall be those usually pertaining to such offices in deliberative bodies. The Executive Secretary shall be the Treasurer of the Board and be bonded.
- B. The salaried officers of the Board shall be an Executive Secretary and such other officers and field workers as may be necessary for prosecuting the work committed to the Board by the Convention.
- C. The Board shall maintain in the city of Little Rock such offices and equipment as may be necessary for the prosecution of its work.
- D. The Board shall meet semi-annually at such times and places as may be determined by the Board, or by the President of the Board and the Executive Secretary, or by the Executive Committee. There may be called meetings of the Board when emergencies arise.
- E. All sessions of the Board shall be opened by religious exercises and closed with prayer.
- F. Twenty of the members of the Board shall constitute a quorum for the transaction of business.
- G. The organization meeting of the newly elected Board shall be held following the last session of the Convention for the purpose of electing the president. The newly elected members of the Board shall be invited to attend this meeting. Within the following week, the newly elected president shall appoint a nominating committee of five (5) members from among the members of the Board to report at the regular December meeting of the Executive Board.

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<sup>4</sup>"Minutes of the Executive Board of the Arkansas Baptist State Convention" (unpublished material of the Arkansas Baptist State Convention, Baptist Building, Little Rock, Arkansas, January 26, 1959), pp. 2-8.; Ibid., September 11, 1961, p. 9.; Ibid., November 28, 1961, p. 4.; Ibid., November 27, 1962, p. 4.

- H. The meetings of the Board shall be opened to all co-operating Baptists except when the Board may go into executive session or order otherwise.
- I. No person shall be a member of this Board who is an employee of any board or institution of the Arkansas Baptist State Convention, or is receiving financial aid from the Executive Board.
- J. All associational missionaries and pastors who receive financial aid from the Arkansas Baptist State Convention budget shall be expected to promote all phases of our State Convention work as well as specific mission work. These pastors and missionaries shall make monthly reports to the Superintendent of Missions on blanks supplied them for this purpose.
- K. These Bylaws may be amended by a two-thirds vote of members present at any meeting of the Board.
- L. Copies of the minutes of the meetings of the Executive Board and all of its committees shall be mailed to each member of the Board as soon as possible following each meeting.

## II. COMMITTEES

In order for the Executive Board to carry out the programs assigned to it by the Convention, the Board should elect the following regular committees:

Operating; Program; Finance; Nominating and Executive.

The Executive Board should elect annually the chairmen and members of the Executive Board committees. All possible duties should be assigned to the regular committees of the Executive Board unless there is a special reason for a special committee. The President of the State Convention and the President of the Executive Board shall be ex-officio members of all regular committees of the Executive Board.

The regular committees are authorized to appoint sub-committees from among their members to serve as an advisory committee to any individual program, institution or agency of the Executive Board and Convention.

### A. OPERATING COMMITTEE

1. This Committee would supervise and direct the functions of the programs assigned to the Executive Board.

These programs are: ARKANSAS BAPTIST NEWSMAGAZINE, Baptist Student Union, Brotherhood, Camps & Assemblies, Co-operative Program, Forward Program of Church Finance, Missions-Evangelism, Music, Race Relations, Sunday School, and Training Union.

To assist the Executive Board in the performance of these and any other assigned functions the Committee should:

- a) Recommend:
- (1) Board adoption of specific objectives for each program.
  - (2) Board adoption of policies to be observed in carrying out programs.
  - (3) Board approval of plans for individual programs.
  - (4) A plan of organization for the staff of the Executive Board. Review the plan periodically and recommend needed changes.
  - (5) Facilities and services that should be provided for the conduct of the programs assigned to the Board.
- b) Personnel:
- (1) Nominate for election by the Executive Board the Executive Secretary-Treasurer and the Editor of the ARKANSAS BAPTIST NEWS-MAGAZINE.
  - (2) Recommend the election of department heads nominated by the Executive Secretary-Treasurer.
- c) Direct:
- (1) The work of the Executive Secretary-Treasurer between meetings of the Executive Board.
  - (2) The work of the Editor of the ARKANSAS BAPTIST NEWSMAGAZINE.
- d) Other responsibilities:
- (1) Request allocations of current and capital financial resources for the conduct of assigned programs. These requests to be made to the Executive Board through the Finance Committee.
  - (2) Authorize a sub-committee to allocate funds to churches and missions from that portion of the Executive Board's operating budget for state missions.
  - (3) Report to the Executive Board on program plans and accomplishments.
  - (4) This Committee, together with the Executive Secretary, shall make a careful review of the work of every department annually and make recommendations as to salary changes within the limits of the established policy of the Executive Board for department heads and their associates.
2. The Executive Secretary-Treasurer should serve as an ex-officio member and as secretary of the Operating Committee, and assist in its work.

3. The membership of the Committee should consist of the president of the Convention, the president of the Executive Board, and one member from each of the eight districts of Arkansas.
4. The Committee should meet in alternate months, except during the summer.

#### B. PROGRAM COMMITTEE

1. The Program Committee is concerned with the objectives, plans, policies, and accomplishments of the total program of Arkansas Baptists.

To assist the Executive Board the Program Committee should:

##### a) Propose:

- (1) Broad program objectives for presentation to the Convention by the Executive Board.
  - (2) The plan of organization for the Convention and its committees and boards, which the Executive Board should recommend to the Convention as well as changes in the plan as required.
  - (3) Propose the assignment of responsibility and authority for the conduct of specific programs to institutions and to the Executive Board.
  - (4) Broad policies (except financial) to be observed by the institutions and the Executive Board in the conduct of their programs.
  - (5) Review and evaluate the reports of Convention institutions and the Executive Board's Operating Committee on their program plans and accomplishments. Propose that the Executive Board recommend adoption of reports, and where appropriate, that the Board present resolutions instructing convention institutions to corrective action with respect to making their programs more effective.
2. The membership of this Committee should consist of about 25 members.
  3. The Program Committee should meet at least twice each year.

#### C. FINANCE COMMITTEE

1. The Finance Committee is concerned with financial policies and procedures followed in performing the program of the Arkansas Baptist State Convention.
  - a) Propose broad financial policies to be observed by the institutions and the Executive Board in the conduct of their programs, and recommend any corrective actions needed.

- b) Review and evaluate the financial practices of the Convention institutions and the Executive Board as reflected in their reports and financial statements.
  - c) Review estimates of future Co-operative Program giving and advise the Board on its recommendation concerning the goal for co-operative giving.
  - d) Budgetary needs:
    - (1) Propose the Co-operative Program goal for the coming year.
    - (2) Propose the distribution of undesignated co-operative funds between
      - (a) Southern Baptist Convention, and
      - (b) Arkansas Baptist State Convention.
    - (3) Review requests of Convention institutions and the Operating Committee of the Executive Board for the allocation of undesignated financial resources. Propose to the Executive Board the allocations which it should recommend to the Convention.
2. The Finance Committee should meet at least twice each year.
  3. The membership should consist of about 25 members.
- D. NOMINATING COMMITTEE
1. The function of the Committee is to nominate members to all the committees of the Executive Board and the committee chairmen.
    - a) Each member of the Executive Board should be assigned to at least one committee, but to not more than two committees.
    - b) The recommendations of the Nominating Committee should be voted upon by the Executive Board at its December meeting.
    - c) The chairman of a committee or sub-committee of the Executive Board should have at least one year's service on the committee of which he is chairman.
    - d) No committee or continuing sub-committee should be permitted to lose more than half its membership from one year to another, and one-third of the members shall be elected annually to serve for a term of three years.
  2. The Nominating Committee should also nominate, for election by the Executive Board, Convention officers and members of Convention committees, the Executive Board and Boards of Trustees,



5. wherever this is required to fill vacancies that occur between Convention sessions.
3. This Committee shall consist of five (5) members.
- E. **EXECUTIVE COMMITTEE**

1. **Membership:**

- a) President of the Executive Board, as chairman
- b) President of the Convention
- c) Chairman of the following committees:
- (1) Operating Committee
  - (2) Program Committee
  - (3) Finance Committee
  - (4) Nominating Committee
  - (5) Executive Secretary-Treasurer as an ex-officio member and as secretary.

2. **Responsibility:**

- a) Call a special meeting of the Executive Board when the Committee deems it necessary.
- b) Recommend to the Executive Board action it is authorized to take on any matter as an ad interim body.
- c) Suggest to Convention institutions actions that should be taken to make more effective their programs or more effective their financial resources.
- d) Authorize the Executive Secretary to withhold funds from any institution or agency which fails to comply with the policies of the Convention or the Executive Board.

III. **EXECUTIVE OFFICERS**

A. **The Executive Secretary**

1. He is the chief executive officer of the staff of the Executive Board with the responsibility for providing leadership in planning and directing all programs under the jurisdiction of the Executive Board.
2. He coordinates the activities of other commissions, boards and auxiliaries of the Convention, and promotes and coordinates the work of the Southern Baptist Convention in Arkansas.
3. He is responsible for preparing a unified budget and submitting it through the proper committee to the Executive Board.
4. He is to evaluate the progress of programs of the Executive Board and its staff members and bring to the Board reports on their work.
5. The Executive Secretary-Treasurer shall serve as ex-officio member and as secretary of the Executive Board and its principal committees and shall provide staff assistance to all committees.

6. The Executive Secretary-Treasurer shall serve as treasurer of the Executive Board and the Convention.
  7. The Executive Secretary is to nominate for election in conjunction with the Operating Committee the department heads for the Board's election, and is responsible for the selection and employment of all other staff personnel.
- B. The Associate Secretary
1. He is responsible for the promotion of the Co-operative Program, the Forward Program of Church Finance, and other phases of stewardship work fostered by the Convention.
  2. He is ex-officio member of the principal committees of the Executive Board.
  3. When the Executive Secretary is not in his office, the Associate Executive Secretary assumes his responsibilities.

in fulfillment of the requirements

presented to

The Graduate School

Southwest Baptist University

In Partial Fulfillment

of the Requirements for the

Master of Arts Degree

by  
Carl Wesley Brock, Jr.

March 1967

**A STUDY OF THE EXECUTIVE BOARD OF  
THE ARKANSAS BAPTIST STATE CONVENTION**

**1900-1965**

**An Abstract of a Thesis**

**Presented to**

**The Graduate School**

**Of Ouachita Baptist University**

**In Partial Fulfillment**

**of the Requirements for the**

**Master of Arts Degree**

**by**

**Carl Wesley Kluck, Sr.**

**March 1967**

Kluck, Carl W., Sr., A Study of the Executive Board of the Arkansas Baptist State Convention 1900-1965. Master of Arts, Religion, March, 1967, 85 pp., bibliography 30 titles.

In this study an analysis has been made of the Executive Board of the Arkansas Baptist State Convention. The investigation was limited to eight specific problems. The problems discussed are: (1) composition of the Board, (2) requisites for membership on the Board, (3) women on the Board, (4) personnel of the Board, (5) organization of the Board, (6) meetings of the Board, (7) duties of the Board, and (8) report of the Board.

In the examination of these problems an attempt was made to discover and to present relevant factual information derived from available primary sources.

Due to the nature of the organization of the Arkansas Baptist State Convention it was necessary to elect and to empower a small group of trustees to have control of the work of the Convention in the interval between annual sessions. Thus, the Convention organized an administrative body officially entitled the Executive Board, and charged it with the responsibility of serving as the Convention ad interim.