

**Denominational Employees in the Adventist Church:
How Many and Where are They Assigned?**

September 1994

Office of Information & Research
Seventh-day Adventist Church, North American Division
Silver Spring, Maryland

Introduction

Questions are often raised about the numbers of denominational workers employed in various institutions and ministries. Assertions and proposals are at times made without careful examination of the assumptions. This is a key piece of information for the Commission on Mission and Organization, vital to a discussion of "how we do business" in North America.

Some articles have been published using as a source the *Annual Statistical Report* published by the General Conference. It has been, until recently, the only available source of information on the numbers and types of denominational employees. Unfortunately, the data in the *Annual Statistical Report* is based on the credentials held by the employee, not their specific job assignment. And when worksheets submitted through channels are examined, it is often found that there is confusion in the reporting, especially with regard to office staff personnel.

This study was conducted especially for the Commission on Mission and Organization during August and September, 1994, and is based on the computerized service records held in the NAD office for all denominational employers in the division. These service records are likely to be more accurate than the statistical report worksheets because they require the listing of every employee by name, period of employment (or total hours worked by non-salaried personnel) and job title. They also provide the opportunity to convert part-time workers to full-time equivalent (FTE) data.

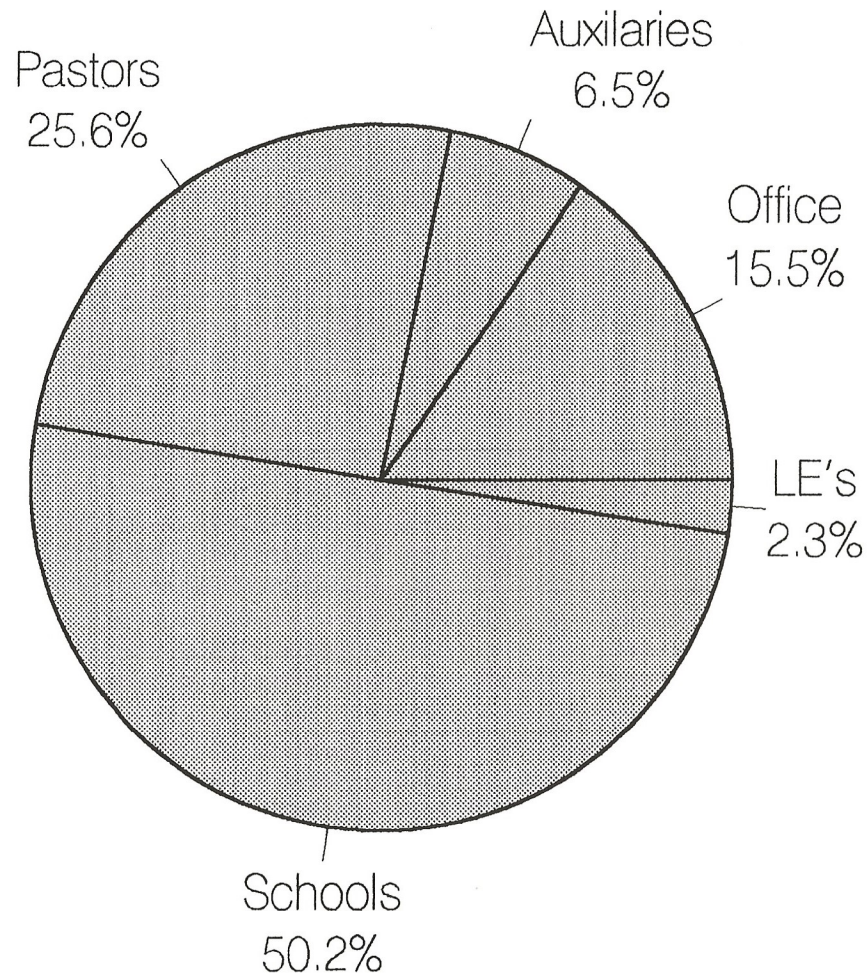
This report is based on an examination of 9,803.5 FTE employees of the 58 local conferences, 9 union conferences and the NAD, Family Enrichment Resources (FER) and the 2,453 faculty and staff at the 14 Adventist colleges and universities in North America. This does not include the General Conference office staff, ADRA International staff, Risk Management Services, and other General Conference institutions such as Pacific Press and the Adventist Media Center--all of which are included in the *Annual Statistical Report*. It also does not include the employees of the Adventist hospitals. All of these factors explain the difference between the 52,589 "total active workers" in the *1993 Annual Statistical Report* and the 9,803.5 FTE in this study.

Each employee, based on job title, was assigned to one of 30 specific categories or an additional category specific to some unique situation. These were then grouped into five major categories as outlined on the next few pages. Detailed tables for each of the 68 organizations, listing the numbers of FTE in each of the specific categories, follow this introduction and two graphics summarizing key data. All information of a confidential nature has been excluded from the tables; no one can identify any employee by name, nor is there any information about remuneration scale. A standard definition (by policy) of 1,950 hours per year was used to calculate FTE among hourly employees.

Monte Sahlin
Assistant to the President

Denominational Staffing

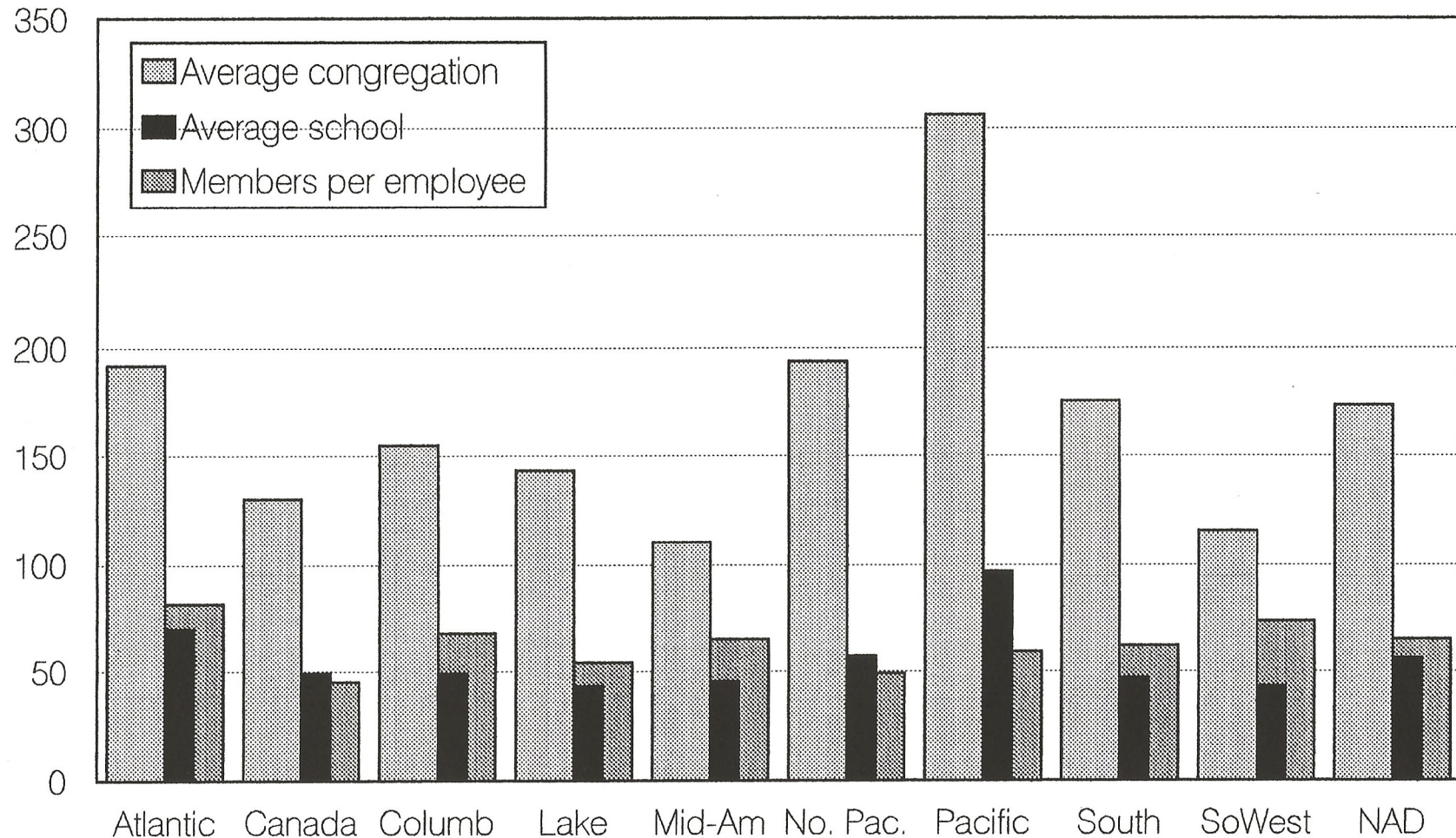
Seventh-day Adventist Church in North America



Source: NAD Office of Information & Research

Average Organizational Unit Size & Staffing Ratios

Seventh-day Adventist Church in North America



Source: NAD Office of Information & Research

Categories Used in Graphic

OFFICES

This includes all workers employed at the local conference, union conference and NAD offices; administrators, departmental staff, and support personnel. Specific categories include the Office of the President (including Vice Presidents), secretariat, treasury (including Association and Trust Services), computer management, Office of Education, congregational-support departments, publishing department, hourly personnel (secretaries, clerks, etc.) and maintenance personnel.

AUXILIARIES

This includes workers employed in activities under the control of the conference which are not directly related to the office operations and are not funded from the Tithe and offerings, but generate their own income either through user fees, sales of products, or targeted fund raising. Specific categories include Adventist Book Center, Adventist Community Services, chaplains, evangelists, summer camp, and trucking service employees.

PASTORS

This includes workers employed in pastoral ministry with local congregations; senior pastors, solo pastors, associate pastors, seminary students, Bible workers, and a few local church treasurers and secretaries.

SCHOOLS

This includes elementary teachers, principles and support staff, and secondary teachers and staff. Employees in school industries are also included for a handful of the academies that have included them as denominational employees.

LITERATURE EVANGELISTS (LEs)

The hours worked by LEs were used to compute FTE in each case. Legally, LEs are self-employed, but because their benefits are subsidized in some instances, they are included in this study.

Table A
North American Division Office Staff

Office of the President (including VPs)	5
Secretariat	3
Treasury	8
Retirement Fund	3
Data Management Services (DMS)	5
Office of Education	5
Church-support Departments	9.5
Communication Department	1
PARL Department	2
Publishing Department	1
Hourly Support Personnel (secretary, clerk, etc.)	37.5
	80
Adventist Chaplaincy Ministries	2
ASI and ARMS	3
Philanthropic Service for Institutions (PSI)	3
NAD ADRA/Adventist Community Services (ACS)	1
NAD Evangelism Institute (located in Berrien Springs)	5
	14
Family Enrichment Resources (FER) management	65
FER Literature Evangelists	67
	132
	226

Table 1
Atlantic Union Conference Office Staff

Office of the President (including VPs)	1
Secretariat	1
Treasury	4
Computer Services	-
Office of Education	3
Church-support Departments	2.5
Communication Department	1.5
PARL Department	*
Publishing Department	**
Hourly Support Personnel (secretary, clerk, etc.)	9
Maintenance Personnel (janitors, groundskeepers, etc.)	1
	23

*Assignment covered, but not indicated in personnel records.
 **FER manages the publishing program.

Table 2
Bermuda Conference Employees

Office of the President (including VPs)	1
Secretariat	1
Treasury, Association & Trust Services	3
Computer Management	-
Office of Education	-
Church-support Departments	-
Communication Department	-
Publishing Department	-
Hourly Support Personnel (secretary, clerk, etc.)	3
Maintenance Personnel	2
	10
Adventist Book Center	3
Pastors	7
Bible Workers	7.5
Teachers	1
	16.5
8 churches	
2,908 members	
Average of 363 members per church	
1 school	
328 enrollment	
Ratio of 102 members to each employee	

Table 3
Greater New York Conference

Office of the President (including VPs)	1
Secretariat	1
Treasury, Association & Trust Services	6
Computer Management	-
Office of Education	1
Church-support Departments	4
Communication Department	1
Publishing Department	2
Hourly Support Personnel (secretary, clerk, etc.)	12
Maintenance Personnel	3
	31
Adventist Book Center	4
Van & Television Ministries	13
Summer Camp	2
	19
Pastors	61
Seminary Student	1
Bible Workers	5
	67
Elementary Teachers	27
Elementary Principals	9
Secondary Teachers	9
Secondary Administrative Personnel	4
	49
Literature Evangelists (full-time)	7
	173
86 churches	
14,864 members	
Average of 173 members per church	
11 schools	
853 enrollment	
Average of 78 students per school	
Ratio of 86 members to each employee	

Table 4
New York Conference

Office of the President (including VPs)	1
Secretariat	0.5
Treasury, Association & Trust Services	2.5
Computer Management	-
Office of Education	1
Church-support Departments	1
Communication Department	-
Publishing Department	**
Hourly Support Personnel (secretary, clerk, etc.)	3
Maintenance Personnel	-
	9
Adventist Book Center	-
Summer Camp	-
	0
Pastors	17.5
Seminary Student	-
Bible Workers	1
	18.5
Elementary Teachers	12.5
Elementary Principals	-
Secondary Teachers	6.5
Secondary Administrative Personnel	8.5
	27.5
Literature Evangelists (full-time)	*
	55

*Participates in FER.

57 churches
4,452 members
Average of 78 members per church

14 schools
310 enrollment
Average of 22 students per school

Ratio of 81 members per employee

Table 5
Northeastern Conference

Office of the President (including VPs)	1
Secretariat	1
Treasury, Association & Trust Services	9
Computer Management	-
Office of Education	2
Church-support Departments	11
Communication Department	2
Publishing Department	5
Hourly Support Personnel (secretary, clerk, etc.)	19
Maintenance Personnel	6
	56
Adventist Book Center	4
Evangelist(s)	1
Victory Lake Nursing Center	4
Victory Lake Campground	3
	12
Pastors	90
Seminary Student	5.5
Bible Workers	13
	108.5
Elementary Teachers	75
Elementary Principals	10
Secondary Teachers	5
Secondary Administrative Personnel	11
	101
Literature Evangelists (full-time)	1
	278.5
106 churches	
39,090 members	
Average of 369 members per church	
15 schools	
2,516 enrollment	
Average of 168 students per school	
Ratio of 140 members to each employee	

Table 6
Northern New England Conference

Office of the President (including VPs)	1
Secretariat	0.5
Treasury, Association & Trust Services	4.5
Computer Management	-
Office of Education	1
Church-support Departments	2
Communication Department	-
Publishing Department	**
Hourly Support Personnel (secretary, clerk, etc.)	5
Maintenance Personnel	1
	15
Adventist Book Center	-
Summer Camp	-
	0
Pastors	22
Seminary Student	-
Bible Workers	3.5
	25.5
Elementary Teachers	18.5
Teacher's Aides	3
Elementary Principals	4.5
Secondary Teachers	5
Secondary Administrative Personnel	1
	32
Literature Evangelists (full-time)	**
	72.5

**Participates in FER.

56 churches
4,154 members
Average of 74 members per church

15 schools
407 enrollment
Average of 27 students per school

Ratio of 57 members to each employee

Table 7
Southern New England Conference

Office of the President (including VPs)	1
Secretariat	0.5
Treasury, Association & Trust Services	7
Computer Management	-
Office of Education	3.5
Church-support Departments	2
Communication Department	-
Publishing Department	**
Hourly Support Personnel (secretary, clerk, etc.)	5.5
Maintenance Personnel	-
	19.5
Adventist Book Center	4
Adventist Community Services	1.5
Evangelist(s)	1
Summer Camp	3
	9.5
Pastors	41
Seminary Student	-
Bible Workers	2
	43
Elementary Teachers	35.5
Teacher's Aides	1
Elementary Principals	-
Secondary Teachers	9
Secondary Administrative Personnel	8.5
	54
Literature Evangelists (full-time)	**
	126

**Participates in FER.

81 churches
 10,030 members
 Average of 124 members per church

19 schools
 820 enrollment
 Average of 43 students per school

Ratio of 80 members to each employee

Table 8
The SDA Church in Canada

Office of the President (including VPs)	1
Secretariat	1
Treasury, Association & Trust Services	5
Computer Management	1
Office of Education	1
Church-support Departments	1
Communication Department	1
Publishing Department	1
Hourly Support Personnel (secretary, clerk, etc.)	7.5
Maintenance Personnel	-
	19.5
Canada Retirement Fund	2
ADRA/Canada	5
Risk Management Services	4
It Is Written Foundation	5
Christian Record Services	4
Pacific Press	5
	25
	44.5

Table 9
Alberta Conference

Office of the President (including VPs)	1
Secretariat	1
Treasury, Association & Trust Services	5
Computer Management	-
Office of Education	1
Church-support Departments	3
Communication Department	-
Publishing Department	1
Hourly Support Personnel (secretary, clerk, etc.)	6.5
Maintenance Personnel	2
	20.5
Adventist Book Center	6.5
Chaplains	1
Summer Camp	1
	8.5
Pastors	39
Seminary Student	-
Bible Workers	-
	39
Elementary Teachers	36
Teacher's Aides	3
Elementary Principals	10
Secondary Teachers	12.5
Secondary Administrative Personnel	7
	68.5
Literature Evangelists (full-time)	3
	136.5
55 churches	
7,607 members	
Average of 138 members per church	
13 schools	
880 enrollment	
Average of 68 students per school	
Ratio of 56 members to each employee	

Table 10
British Columbia Conference

Office of the President (including VPs)	1
Secretariat	2
Treasury, Association & Trust Services	7
Computer Management	-
Office of Education	3
Church-support Departments	4
Communication Department	-
Publishing Department	-
Hourly Support Personnel (secretary, clerk, etc.)	9
Maintenance Personnel	5.5
	31.5
Adventist Book Center	5.5
Adventist Community Services	0.5
Evangelist(s)	2
Summer Camp & Retreat Facility	2.5
Truck and bus drivers	1.5
	12
Pastors	46
Seminary Student	1
Bible Workers	-
Church Secretarys	1.5
	48.5
Elementary Teachers	69
Teacher's Aides	7.5
Elementary Principals	-
Secondary Teachers	37.5
Secondary Administrative Personnel	9.5
	123.5
Literature Evangelists (full-time)	-
	215.5
69 churches	
9,002 members	
Average of 130 members per church	
28 schools	
1,417 enrollment	
Average of 51 students per school	
Ratio of 42 members to each employee	

Table 11
Manitoba-Saskatchewan Conference

Office of the President (including VPs)	1
Secretariat	0.5
Treasury, Association & Trust Services	2
Computer Management	-
Office of Education	1
Church-support Departments	0.5
Communication Department	-
Publishing Department	-
Hourly Support Personnel (secretary, clerk, etc.)	3
Maintenance Personnel	-
	8
Adventist Book Center	-
Evangelist(s)	1
Summer Camp	-
	1
Pastors	16
Seminary Student	-
Bible Workers	-
	16
Elementary Teachers	12
Teacher's Aides	-
Elementary Principals	-
Secondary Teachers	2
Secondary Administrative Personnel	2
	16
Literature Evangelists (full-time)	2
	43
37 churches	
2,958 members	
Average of 80 members per church	
6 schools	
147 enrollment	
Average of 24 students per school	
Ratio of 69 members to each employee	

Table 12
Maritime Conference

Office of the President (including VPs)	1
Secretariat	-
Treasury, Association & Trust Services	2
Computer Management	-
Office of Education	-
Church-support Departments	-
Communication Department	-
Publishing Department	0.5
Hourly Support Personnel (secretary, clerk, etc.)	2
Maintenance Personnel	-
	5.5
Adventist Book Center	-
Summer Camp	0.5
	0.5
Pastors	13
Seminary Student	-
Bible Workers	1
	14
Elementary Teachers	5
Teacher's Aides	-
Elementary Principals	-
Secondary Teachers	3
Secondary Administrative Personnel	1
	9
Literature Evangelists (full-time)	1.5
	30.5
29 churches	
1,646 members	
Average of 57 members per church	
8 schools	
93 enrollment	
Average of 12 students per school	
Ratio of 54 members to each employee	

Table 13
Newfoundland Conference

Office of the President (including VPs)	1
Secretariat	1
Treasury, Association & Trust Services	2
Computer Management	-
Office of Education	2
Church-support Departments	-
Communication Department	-
Publishing Department	-
Hourly Support Personnel (secretary, clerk, etc.)	0.5
Maintenance Personnel	1
	7.5
Adventist Book Center	-
Radio Station	2
Summer Camp	-
Bus Drivers	3
	5
Pastors	6
Seminary Student	-
Bible Workers	-
	6
Elementary Teachers	11
Teacher's Aides	-
Elementary Principals	3
Secondary Teachers	8.5
Secondary Administrative Personnel	3
	25.5
Literature Evangelists (full-time)	-
	44
9 churches	
688 members	
Average of 76 members per church	
6 schools	
247 enrollment	
Average of 41 students per school	
Ratio of 16 members to each employee	

Table 14
Ontario Conference

Office of the President (including VPs)	1
Secretariat	1
Treasury, Association & Trust Services	11
Computer Management	1
Office of Education	2
Church-support Departments	4
Communication Department	-
Publishing Department	2
Hourly Support Personnel (secretary, clerk, etc.)	6.5
Maintenance Personnel	2
	30.5
Adventist Book Center	9.5
Adventist Community Services	1
Summer Camp	4
	14.5
Pastors	93
Seminary Student	1
Bible Workers	1
	95
Elementary Teachers	79.5
Teacher's Aides	-
Elementary School Office Personnel	0.5
Elementary Principals	1
Secondary Teachers	18
Secondary Administrative Personnel	34.5
Secondary School Industry Personnel	36
	169.5
Literature Evangelists (full-time)	8.5
	318
93 churches	
17,330 members	
Average of 186 members per church	
17 schools	
1,046 enrollment	
Average of 62 students per school	
Ratio of 54 members to each employee	

Table 15
Quebec Conference

Office of the President (including VPs)	1
Secretariat	1
Treasury, Association & Trust Services	3.5
Computer Management	-
Office of Education	-
Church-support Departments	1
Communication Department	-
Publishing Department	1
Hourly Support Personnel (secretary, clerk, etc.)	6
Maintenance Personnel	-
	13.5
Adventist Book Center	1
Summer Camp	-
	1
Pastors	13
Seminary Student	2
Bible Workers	-
	15
Elementary Teachers	10.5
Teacher's Aides	1
Elementary Principals	-
Secondary Teachers	4
Secondary Administrative Personnel	-
	15.5
Literature Evangelists (full-time)	5.5
	50.5
39 churches	
3,759 members	
Average of 96 members per church	
3 schools	
165 enrollment	
Average of 55 students per school	
Ratio of 74 members to each employee	

Table 16
Columbia Union Conference

Office of the President (including VPs)	3
Secretariat	1
Treasury, Association & Trust Services	7
Computer Management	3
Office of Education	2
Church-support Departments	2
Communication Department	4
Publishing Department	1
Hourly Support Personnel (secretary, clerk, etc.)	8.5
Maintenance Personnel	2
	33.5

Table 17
Allegheny East Conference

Office of the President (including VPs)	2
Secretariat	1
Treasury, Association & Trust Services	6
Computer Management	-
Office of Education	4
Church-support Departments	5
Communication Department	-
Publishing Department	7
Hourly Support Personnel (secretary, clerk, etc.)	10.5
Maintenance Personnel	3
	35.5
Adventist Book Center	-
Audio-Visual Producer	1
Summer Camp	-
	1
Pastors	67
Seminary Student	-
Bible Workers	10
	77
Elementary Teachers	53
Teacher's Aides	-
Elementary Principals	7
Secondary Teachers	8.5
Secondary Administrative Personnel	11
	79.5
Literature Evangelists (full-time)	10.5
	203.5
84 churches	
23,649 members	
Average of 282 members per church	
11 schools	
1,344 enrollment	
Average of 122 students per school	
Ratio of 116 members to each employee	

Table 18
Allegheny West Conference

Office of the President (including VPs)	1
Secretariat	2
Treasury, Association & Trust Services	3
Computer Management	-
Office of Education	-
Church-support Departments	-
Communication Department	-
Publishing Department	1
Hourly Support Personnel (secretary, clerk, etc.)	5
Maintenance Personnel	1
	13
Adventist Book Center	-
Campground	2
	2
Pastors	25
Seminary Student	-
Bible Workers	-
	25
Elementary Teachers	3
Teacher's Aides	-
Elementary Principals	-
Secondary Teachers	-
Secondary Administrative Personnel	-
	3
Literature Evangelists (full-time)	-
	43
52 churches	
10,697 members	
Average of 206 members per church	
4 schools	
160 enrollment	
Average of 40 students per school	
Ratio of 249 members to each employee	

Table 19
Chesapeake Conference

Office of the President (including VPs)	1
Secretariat	1
Treasury, Association & Trust Services	5
Computer Management	-
Office of Education	2
Church-support Departments	2
Communication Department	-
Publishing Department	*
Hourly Support Personnel (secretary, clerk, etc.)	8
Maintenance Personnel	2
	21
Adventist Book Center	-
Adventist Community Services	-
Evangelist(s)	1
Korean Youth Pastor	1
Summer Camp	1
Amazing Facts Evangelistic & Media Ministry	24.5
	27.5
Pastors	31.5
Seminary Student	2
Bible Workers	-
	33.5
Elementary Teachers	48
Teacher's Aides	2.5
Elementary Principals	5
School Secretaries	1.5
Secondary Teachers	4
Secondary Administrative Personnel	3
	64
Literature Evangelists (full-time)	*
	146
49 churches	
8,953 members	
Average of 183 members per church	
17 schools	
998 enrollment	
Average of 59 students per school	
Ratio of 61 members to each employee	

Table 20
Mountain View Conference

Office of the President (including VPs)	1
Secretariat	1
Treasury, Association & Trust Services	2
Computer Management	-
Office of Education	-
Church-support Departments	-
Communication Department	-
Publishing Department	*
Hourly Support Personnel (secretary, clerk, etc.)	3
Maintenance Personnel	-
	7
Adventist Book Center	-
Adventist Community Services	-
Chaplains	1
Evangelist(s)	1
Summer Camp	1
	3
Pastors	16
Seminary Student	-
Bible Workers	-
	16
Elementary Teachers	10
Teacher's Aides	1.5
Elementary Principals	-
Secondary Teachers	-
Secondary Administrative Personnel	-
	11.5
Literature Evangelists (full-time)	*
	37.5

*Participates in FER.

33 churches
 2,460 members
 Average of 75 members per church

10 schools
 149 enrollment
 Average of 15 students per school

Ratio of 66 members to each employee

Table 21
New Jersey Conference

Office of the President (including VPs)	1
Secretariat	1
Treasury, Association & Trust Services	4
Computer Management	-
Office of Education	1
Church-support Departments	1
Communication Department	-
Publishing Department	*
Hourly Support Personnel (secretary, clerk, etc.)	5.5
Maintenance Personnel	2
	15.5
Adventist Book Center	1.5
Adventist Community Services	-
Summer Camp	-
	1.5
Pastors	27.5
Seminary Student	1.5
Bible Workers	-
	29
Elementary Teachers	26
Teacher's Aides	-
Elementary Principals	4
Secondary Teachers	8.5
Secondary Administrative Personnel	7
	45.5
Literature Evangelists (full-time)	*
	91.5
67 churches	
8,124 members	
Average of 121 members per church	
10 schools	
508 enrollment	
Average of 51 students per school	
Ratio of 89 members to each employee	

Table 22
Ohio Conference

Office of the President (including VPs)	1
Secretariat	1
Treasury, Association & Trust Services	6
Computer Management	-
Office of Education	3
Church-support Departments	2
Communication Department	-
Publishing Department	*
Hourly Support Personnel (secretary, clerk, etc.)	10
Maintenance Personnel	2
	25
Adventist Book Center	3
Adventist Community Services	1.5
Evangelist(s)	1.5
Summer Camp	1
	7
Pastors	42
Seminary Student	2
Bible Workers	1
Lay Pastors	1
	46
Elementary Teachers	40
Teacher's Aides	3
Elementary Principals	8
Secondary Teachers	22
Secondary Administrative Personnel	20.5
	93.5
Literature Evangelists (full-time)	*
	171.5
93 churches	
11,524 members	
Average of 124 members per church	
27 schools	
1,081 enrollment	
Average of 30 students per school	
Ratio of 67 members to each employee	

Table 23
Pennsylvania Conference

Office of the President (including VPs)	1
Secretariat	1
Treasury, Association & Trust Services	5
Computer Management	-
Office of Education	1
Church-support Departments	2
Communication Department	-
Publishing Department	*
Hourly Support Personnel (secretary, clerk, etc.)	6
Maintenance Personnel	1
	17
Adventist Book Center	1
Chaplains	1
Summer Camp	-
	2
Pastors	37
Seminary Student	-
Bible Workers	1
	38
Elementary Teachers	30
Teacher's Aides	-
Elementary Principals	4
Secondary Teachers	14
Secondary Administrative Personnel	19
	67
Literature Evangelists (full-time)	*
	124
103 churches	
9,165 members	
Average of 89 members per church	
24 schools	
790 enrollment	
Average of 33 students per school	
Ratio of 74 members to each employee	

Table 24
Potomac Conference

Office of the President (including VPs)	1
Secretariat	1
Treasury, Association & Trust Services	10
Computer Management	1
Office of Education	5
Church-support Departments	5
Communication Department	-
Publishing Department	*
Hourly Support Personnel (secretary, clerk, etc.)	16
Maintenance Personnel	7
	46
Adventist Book Center	24
Adventist Community Services	1
Evangelist(s)	2
Summer Camp	4.5
Truck Driver	2
	33.5
Pastors	68.5
Seminary Student	3
Bible Workers	1
Church Secretaries & Treasurers	10
	82.5
Elementary Teachers	93.5
Teacher's Aides	2
Elementary Principals	9
Elementary Administrative Assistants & Support	7
Secondary Teachers	47.5
Secondary Administrative Personnel	33
Academy Industry	6.5
	198.5
Literature Evangelists (full-time)	*
	360.5
92 churches	
20,180 members	
Average of 219 members per church	
28 schools	
2,389 enrollment	
Average of 85 students per school	
Ratio of 56 members to each employee	

Table 25
Lake Union Conference Office Staff

Office of the President (including VPs)	2
Secretariat	1
Treasury	5
Computer Services	4
Office of Education	3
Church-support Departments	2
Communication Department	2
PARL Department	1
Publishing Department	12.5
Hourly Support Personnel (secretary, clerk, etc.)	13
Maintenance Personnel (janitors, groundskeepers, etc.)	-
	45.5
Literature Evangelists	20
	65.5

Table 26
Illinois Conference

Office of the President (including VPs)	1
Secretariat	0.5
Treasury, Association & Trust Services	9.5
Computer Management	-
Office of Education	1
Church-support Departments	3
Communication Department	-
Publishing Department	*
Hourly Support Personnel (secretary, clerk, etc.)	12.5
Maintenance Personnel	2
	29.5
Adventist Book Center	7
Adventist Community Services Inner City Center	1
Chaplains	1
Summer Camp	-
NAD Evangelism Institute staff	2.5
	11.5
Pastors	57
Seminary Student	1
Bible Workers	1
Church Secretaries & Treasurers	-
Chaplain	1
Youth Pastor	1
	61
Elementary Teachers	46
Teacher's Aides	1.5
Elementary Principals	1
Elementary Administrative Assistants & Support	-
Preschool Directors	2
Preschool Teachers	5
Secondary Teachers	9.5
Secondary Administrative Personnel	9
Academy Industry	5
	79
Literature Evangelists (full-time)	4.5
	185.5

*Publishing program is managed by the Union Conference.

Table 26, continued

93 churches

11,664 members

Average of 125 members per church

24 schools

847 enrollment

Average of 35 students per school

Ratio of 63 members to each employee

Table 27
Indiana Conference

Office of the President (including VPs)	1
Secretariat	1
Treasury, Association & Trust Services	3
Computer Management	-
Office of Education	-
Church-support Departments	2
Communication Department	-
Publishing Department	*
Hourly Support Personnel (secretary, clerk, etc.)	5
Maintenance Personnel	-
	12
Adventist Book Center	2
Adventist Community Services	-
Summer Camp	-
Truck Driver	-
	2
Pastors	24
Seminary Student	3
Bible Workers	2
Church Secretaries & Treasurers	-
	29
Elementary Teachers	22.5
Teacher's Aides	-
Elementary Principals	3
Elementary Administrative Assistants & Support	1
Secondary Teachers	7
Secondary Administrative Personnel	7.5
Academy Industry	1
	42
Literature Evangelists (full-time)	2
	87

*Publishing program is managed by the Union Conference.

67 churches
 5,531 members
 Average of 83 members per church

16 schools
 420 enrollment
 Average of 26 students per school

Ratio of 64 members to each employee

Table 28
Lake Region Conference

Office of the President (including VPs)	1
Secretariat	1
Treasury, Association & Trust Services	5
Computer Management	-
Office of Education	1
Church-support Departments	2
Communication Department	-
Publishing Department	1
Hourly Support Personnel (secretary, clerk, etc.)	10
Maintenance Personnel	1
	22
Adventist Book Center	-
Adventist Community Services	-
Summer Camp	1
Truck Driver	-
	1
Pastors	38
Seminary Student	-
Bible Workers	3
Church Secretaries & Treasurers	-
	41
Elementary Teachers	28
Teacher's Aides	1
Elementary Principals	1
Elementary Administrative Assistants & Support	-
Secondary Teachers	13
Secondary Administrative Personnel	6
Academy Industry	-
	49
Literature Evangelists (full-time)	-
	113
84 churches	
21,642 members	
Average of 258 members per church	
9 schools	
720 enrollment	
Average of 80 students per school	
Ratio of 192 members to each employee	

Table 29
Michigan Conference

Office of the President (including VPs)	1
Secretariat	1
Treasury, Association & Trust Services	10
Computer Management	-
Office of Education	3
Church-support Departments	4.5
Communication Department	-
Publishing Department	*
Hourly Support Personnel (secretary, clerk, etc.)	14.5
Maintenance Personnel	2
	36
Adventist Book Center	7.5
Adventist Community Services	-
Evangelist(s)	4
Summer Camp	6
Transportation Manager & Truck Drivers	2
	19.5
Pastors	87
Seminary Student	4
Bible Workers	4
Church Secretaries & Treasurers	3
Youth Pastors and Campus Chaplains	3
	101
Elementary Teachers	101
Teacher's Aides	7
Elementary Principals	23
Elementary Administrative Assistants & Support	-
Secondary Teachers	25.5
Secondary Administrative Personnel	31.5
Academy Industry	2
	190
Literature Evangelists (full-time)	9
	355.5

*The publishing program is managed by the union conference.

153 churches
22,615 members
Average of 148 members per church

51 schools
2,704 enrollment
Average of 53 students per school

Ratio of 64 members to each employee

Table 30
Wisconsin Conference

Office of the President (including VPs)	1
Secretariat	0.5
Treasury, Association & Trust Services	2.5
Computer Management	-
Office of Education	1
Church-support Departments	2
Communication Department	0.5
Publishing Department	*
Hourly Support Personnel (secretary, clerk, etc.)	5
Maintenance Personnel	-
	12.5
Adventist Book Center	3
Adventist Community Services	-
Evangelist(s)	1
Summer Camp	1
Truck Driver	-
	5
Pastors	21
Seminary Student	-
Bible Workers	-
Church Secretaries & Treasurers	-
	21
Elementary Teachers	26.5
Teacher's Aides	1
Elementary Principals	1
Elementary Administrative Assistants & Support	1
Secondary Teachers	10
Secondary Administrative Personnel	11.5
Academy Industry	-
	51
Literature Evangelists (full-time)	1
	90.5
74 churches	
5,919 members	
Average of 80 members per church	
21 schools	
498 enrollment	
Average of 24 students per school	
Ratio of 65 members to each employee	

Table 31
Mid-America Union Conference Office Staff

Office of the President (including VPs)	1
Secretariat	1
Treasury	3
Computer Services	1
Office of Education	3
Church-support Departments	1
Communication Department	3
PARL Department	*
Publishing Department	3
Hourly Support Personnel (secretary, clerk, etc.)	8
Maintenance Personnel (janitors, groundskeepers, etc.)	-
	23
Evangelist(s)	2
	25

*Covered with contract services.

Table 32
Central States Conference

Office of the President (including VPs)	1
Secretariat	0.5
Treasury, Association & Trust Services	1.5
Computer Management	-
Office of Education	2
Church-support Departments	1
Communication Department	-
Publishing Department	2
Hourly Support Personnel (secretary, clerk, etc.)	3
Maintenance Personnel	-
	11
Adventist Book Center	-
Adventist Community Services	-
Summer Camp	-
Truck Driver	-
	0
Pastors	20
Seminary Student	-
Bible Workers	1
Church Secretaries & Treasurers	-
	21
Elementary Teachers	4
Teacher's Aides	-
Elementary Principals	3
Elementary Administrative Assistants & Support	-
Secondary Teachers	-
Secondary Administrative Personnel	-
Academy Industry	-
	7
Literature Evangelists (full-time)	-
	39
37 churches	
8,586 members	
Average of 232 members per church	
3 schools	
200 enrollment	
Average of 67 students per school	
Ratio of 220 members to each employee	

Table 33
Dakota Conference

Office of the President (including VPs)	1
Secretariat	1
Treasury, Association & Trust Services	5
Computer Management	-
Office of Education	0.5
Church-support Departments	0.5
Communication Department	-
Publishing Department	1
Hourly Support Personnel (secretary, clerk, etc.)	3.5
Maintenance Personnel	-
	12.5
Adventist Book Center	2.5
Adventist Community Services	-
Native American Mission	2
Summer Camp	-
Truck Driver	-
	4.5
Pastors	24
Seminary Student	-
Bible Workers	-
Church Secretaries & Treasurers	-
	24
Elementary Teachers	13
Teacher's Aides	-
Elementary Principals	-
Elementary Administrative Assistants & Support	-
Secondary Teachers	5
Secondary Administrative Personnel	10
Academy Industry	-
	28
Literature Evangelists (full-time)	-
	69
65 churches	
4,343 members	
Average of 67 members per church	
11 schools	
228 enrollment	
Average of 21 students per school	
Ratio of 63 members to each employee	

Table 34
Iowa-Missouri Conference

Office of the President (including VPs)	1
Secretariat	1
Treasury, Association & Trust Services	6
Computer Management	-
Office of Education	1
Church-support Departments	3
Communication Department	-
Publishing Department	-
Hourly Support Personnel (secretary, clerk, etc.)	5
Maintenance Personnel	1
	18
Adventist Book Center	3
Adventist Community Services	1
Summer Camp	1
Truck Driver	-
	5
Pastors	49
Seminary Student	1
Bible Workers	1
Church Secretaries & Treasurers	-
	51
Elementary Teachers	34.5
Teacher's Aides	-
Elementary Principals	-
Elementary Administrative Assistants & Support	-
Secondary Teachers	-
Secondary Administrative Personnel	-
Academy Industry	-
	34.5
Literature Evangelists (full-time)	-
	108.5
116 churches	
9,968 members	
Average of 86 members per church	
28 schools	
607 enrollment	
Average of 22 students per school	
Ratio of 92 members to each employee	

Table 35
Kansas-Nebraska Conference

Office of the President (including VPs)	1
Secretariat	0.5
Treasury, Association & Trust Services	3.5
Computer Management	-
Office of Education	1
Church-support Departments	2
Communication Department	1
Publishing Department	2
Hourly Support Personnel (secretary, clerk, etc.)	8
Maintenance Personnel	-
	19
Adventist Book Center	1
Adventist Community Services	-
Evangelist(s)	2
Summer Camp	1
Truck Driver	-
	4
Pastors	43
Seminary Student	1
Bible Workers	-
Church Secretaries & Treasurers	-
	44
Elementary Teachers	39.5
Teacher's Aides	-
Elementary Principals	1
Elementary Administrative Assistants & Support	-
Secondary Teachers	18
Secondary Administrative Personnel	17
Academy Industry	6
	81.5
Literature Evangelists (full-time)	-
	148.5
104 churches	
10,965 members	
Average of 105 members per church	
21 schools	
836 enrollment	
Average of 40 students per school	
Ratio of 74 members to each employee	

Table 36
Minnesota Conference

Office of the President (including VPs)	1
Secretariat	0.5
Treasury, Association & Trust Services	3.5
Computer Management	-
Office of Education	1
Church-support Departments	1
Communication Department	-
Publishing Department	-
Hourly Support Personnel (secretary, clerk, etc.)	4.5
Maintenance Personnel	-
	9.5
Adventist Book Center	2
Adventist Community Services	-
Summer Camp	1
Truck Driver	-
	3
Pastors	37.5
Seminary Student	1
Bible Workers	2.5
Church Secretaries & Treasurers	-
	41
Elementary Teachers	27.5
Teacher's Aides	-
Elementary Principals	1
Elementary Administrative Assistants & Support	-
Secondary Teachers	6
Secondary Administrative Personnel	9
Academy Industry	-
	43.5
Literature Evangelists (full-time)	-
	97
59 churches	
5,245 members	
Average of 89 members per church	
16 schools	
470 enrollment	
Average of 29 students per school	
Ratio of 54 members to each employee	

Table 37
Rocky Mountain Conference

Office of the President (including VPs)	2
Secretariat	0.5
Treasury, Association & Trust Services	9
Computer Management	-
Office of Education	1
Church-support Departments	2
Communication Department	-
Publishing Department	2
Hourly Support Personnel (secretary, clerk, etc.)	8
Maintenance Personnel	-
	24.5
Adventist Book Center	6
Adventist Community Services	3
Chaplain(s)	5
Summer Camp	3.5
	17.5
Pastors	42
Seminary Student	3
Bible Workers	1
Church Secretaries & Treasurers	3
	49
Elementary Teachers	69.5
Teacher's Aides	5
Elementary Principals	3
Elementary Administrative Assistants & Support	1
Secondary Teachers	19.5
Secondary Administrative Personnel	15.5
Academy Industry	-
	113.5
Literature Evangelists (full-time)	6.5
	211
99 churches	
13,664 members	
Average of 138 members per church	
27 schools	
1,353 enrollment	
Average of 50 students per school	
Ratio of 65 members to each employee	

Table 38
North Pacific Union Conference Office Staff

Office of the President (including VPs)	1.5
Secretariat	1
Treasury	8
Computer Services	5
Office of Education	4
Church-support Departments	2.5
Communication Department	2
PARL Department	2
Publishing Department (including HHES)	8
Hourly Support Personnel (secretary, clerk, etc.)	12.5
Maintenance Personnel (janitors, groundskeepers, etc.)	2.5
	49
Evangelist(s)	1.5
Native Ministries	2
Project PATCH	3
	6.5
Literature Evangelists	28.5
	84

Table 39
Alaska Conference

Office of the President (including VPs)	1
Secretariat	0.5
Treasury, Association & Trust Services	1.5
Computer Management	-
Office of Education	1
Church-support Departments	0.5
Communication Department	-
Publishing Department	0.5
Hourly Support Personnel (secretary, clerk, etc.)	3
Maintenance Personnel	-
	8
Adventist Book Center	-
Adventist Community Services	-
Evangelist(s)	-
Summer Camp	-
Truck Driver	-
	0
Pastors	15
Seminary Student	-
Bible Workers	-
Church Secretaries & Treasurers	-
	15
Elementary Teachers	12.5
Teacher's Aides	-
Elementary Principals	1
Elementary Administrative Assistants & Support	-
Secondary Teachers	-
Secondary Administrative Personnel	-
Academy Industry	-
	13.5
Literature Evangelists (full-time)	0.5
	37
26 churches	
2,608 members	
Average of 100 members per church	
10 schools	
147 enrollment	
Average of 15 students per school	
Ratio of 70 members to each employee	

Table 40
Idaho Conference

Office of the President (including VPs)	1
Secretariat	0.5
Treasury, Association & Trust Services	4
Computer Management	-
Office of Education	1
Church-support Departments	0.5
Communication Department	-
Publishing Department	-
Hourly Support Personnel (secretary, clerk, etc.)	5.5
Maintenance Personnel	1.5
	14
Adventist Book Center	-
Adventist Community Services	-
Evangelist(s)	-
Radio Station	1
Summer Camp	1
Truck Driver	-
	2
Pastors	20
Seminary Student	-
Bible Workers	-
Church Secretaries & Treasurers	1
	21
Elementary Teachers	25.5
Teacher's Aides	-
Elementary Principals	1
Elementary Administrative Assistants & Support	-
Secondary Teachers	9
Secondary Administrative Personnel	9
Academy Industry	-
	44.5
Literature Evangelists (full-time)	-
	81.5
38 churches	
5,114 members	
Average of 135 members per church	
15 schools	
503 enrollment	
Average of 34 students per school	
Ratio of 63 members to each employee	

Table 41
Montana Conference

Office of the President (including VPs)	1
Secretariat	0.5
Treasury, Association & Trust Services	1.5
Computer Management	-
Office of Education	0.5
Church-support Departments	0.5
Communication Department	-
Publishing Department	-
Hourly Support Personnel (secretary, clerk, etc.)	5.5
Maintenance Personnel	-
	9.5
Adventist Book Center	1
Adventist Community Services	-
Evangelist(s)	1
Summer Camp	-
Trucking Program	29
	31
Pastors	15
Seminary Student	-
Bible Workers	-
Church Secretaries & Treasurers	-
	15
Elementary Teachers	18
Teacher's Aides	-
Elementary Principals	-
Elementary Administrative Assistants & Support	-
Secondary Teachers	5.5
Secondary Administrative Personnel	10
Academy Industry	-
	33.5
Literature Evangelists (full-time)	-
	89
39 churches	
3,418 members	
Average of 88 members per church	
14 schools	
320 enrollment	
Average of 23 students per school	
Ratio of 38 members to each employee	

Table 42
Oregon Conference

Office of the President (including VPs)	2
Secretariat	1
Treasury, Association & Trust Services	12
Computer Management	-
Office of Education	3
Church-support Departments	8
Communication Department	2
Publishing Department	*
Hourly Support Personnel (secretary, clerk, etc.)	26
Maintenance Personnel	2
	56
Adventist Book Center	7.5
Adventist Community Services	1
Chaplains	3
Evangelist(s)	1
Summer Camp	5
Truck Driver	2
	19.5
Pastors	102
Seminary Student	2
Bible Workers	1
Church Secretaries & Treasurers	6
Church Janitors	3
	114
Elementary Teachers	144.5
Teacher's Aides	2.5
Child Care Programs	11.5
Elementary Principals	8
Elementary Administrative Assistants & Support	16.5
Secondary Teachers	39
Secondary Administrative Personnel	28.5
Academy Industry	-
	250.5
Literature Evangelists (full-time)	*
	440

*Publishing program is managed by the Union Conference.

Table 42, continued

118 churches

28,496 members

Average of 241 members per church

40 schools

3,064 enrollment

Average of 77 students per school

Ratio of 65 members to each employee

Table 43
Upper Columbia Conference

Office of the President (including VPs)	1
Secretariat	1
Treasury, Association & Trust Services	11.5
Computer Management	1
Office of Education	3
Church-support Departments	5
Communication Department	3
Publishing Department	*
Hourly Support Personnel (secretary, clerk, etc.)	21
Maintenance Personnel	3
	49.5
Adventist Book Center	4
Adventist Community Services	1.5
Evangelist(s)	1
Prison Ministry	1
Radio Station(s)	2
Summer Camp	5
Truck Driver	1
	15.5
Pastors	73
Seminary Student	2
Bible Workers	-
Church Secretaries & Treasurers	3
Church Janitors	1.5
	79.5
Elementary Teachers	96.5
Teacher's Aides	0.5
Child Care Programs	3
Elementary Principals	8
Elementary Administrative Assistants & Support	1
Secondary Teachers	30.5
Secondary Administrative Personnel	20
Academy Industry	-
	159.5
Literature Evangelists (full-time)	*
	304

*Publishing program managed by the Union Conference.

Table 43, continued

92 churches

20,109 members

Average of 219 members per church

38 schools

2,401 enrollment

Average of 63 students per school

Ratio of 66 members to each employee

Table 44
Washington Conference

Office of the President (including VPs)	1
Secretariat	1
Treasury, Association & Trust Services	5
Computer Management	-
Office of Education	2
Church-support Departments	5.5
Communication Department	-
Publishing Department	*
Hourly Support Personnel (secretary, clerk, etc.)	15
Maintenance Personnel	1
	30.5
Adventist Book Center	4
Adventist Community Services	16
Evangelist(s)	4
Summer Camp	3
Truck Driver	-
	27
Pastors	61
Seminary Student	2
Bible Workers	1.5
Church Secretaries & Treasurers	-
	64.5
Elementary Teachers	74
Teacher's Aides	-
Elementary Principals	5
Elementary Administrative Assistants & Support	3
Secondary Teachers	22
Secondary Administrative Personnel	25
Academy Industry	-
	129
Literature Evangelists (full-time)	*
	251

*Publishing program managed by the Union Conference.

70 churches
 14,748 members
 Average of 211 members per church

27 schools
 1,802 enrollment
 Average of 67 students per school

Ratio of 59 members to each employee

Table 45
Pacific Union Conference Office Staff

Office of the President (including VPs)	4
Secretariat	1
Treasury	20
Computer Services	2
Office of Education	4
Church-support Departments	-
Communication Department	2
PARL Department	2
Publishing Department (including HHES)	*
Hourly Support Personnel (secretary, clerk, etc.)	12.5
Maintenance Personnel (janitors, groundskeepers, etc.)	1
	48.5
Evangelist(s)	-
Church Resource Center	4
Napa Valley Retirement Estates	4
	8
Literature Evangelists	*
	56.5

*Publishing program is managed by FER.

Table 46
Arizona Conference

Office of the President (including VPs)	1
Secretariat	0.5
Treasury, Association & Trust Services	2.5
Computer Management	-
Office of Education	2
Church-support Departments	2
Communication Department	-
Publishing Department	*
Hourly Support Personnel (secretary, clerk, etc.)	11.5
Maintenance Personnel	-
	19.5
Adventist Book Center	3
Adventist Community Services	-
Evangelist(s)	2
Summer Camp	-
Truck Driver	1
	6
Pastors	35
Seminary Student	-
Bible Workers	-
Church Secretaries & Treasurers	-
	35
Elementary Teachers	29
Teacher's Aides	2
Elementary Principals	5
Elementary Administrative Assistants & Support	1
Secondary Teachers	16.5
Secondary Administrative Personnel	24
Academy Industry	16
	93.5
Literature Evangelists (full-time)	*
	154

*Publishing program is managed by FER.

59 churches
 9,639 members
 Average of 163 members per church

20 schools
 656 enrollment
 Average of 33 students per school

Ratio of 63 members to each employee

Table 47
Central California Conference

Office of the President (including VPs)	2
Secretariat	1
Treasury, Association & Trust Services	10
Computer Management	-
Office of Education	4
Church-support Departments	4
Communication Department	-
Publishing Department	*
Hourly Support Personnel (secretary, clerk, etc.)	28
Maintenance Personnel	6
	55
Adventist Book Center	6
Adventist Community Services	-
Chaplain(s)	1
Evangelist(s)	1
Summer Camp	5.5
Truck Driver	1
Youth Volunteer workers	2
	16.5
Pastors	97
Seminary Student	3
Bible Workers	2
Church Secretaries & Treasurers	1
	103
Elementary Teachers	123
Teacher's Aides	7.5
Elementary Principals	14
Elementary Administrative Assistants & Support	-
Secondary Teachers	51
Secondary Administrative Personnel	41
Academy Industry	18.5
	255
Literature Evangelists (full-time)	*
	429.5

*Publishing program is managed by FER.

Table 47, continued

116 churches

27,385 members

Average of 236 members per church

32 schools

2,811 enrollment

Average of 88 students per school

Ratio of 64 members to each employee

Table 48
Hawaii Conference

Office of the President (including VPs)	1
Secretariat	0.5
Treasury, Association & Trust Services	5.5
Computer Management	-
Office of Education	1
Church-support Departments	2
Communication Department	-
Publishing Department	*
Hourly Support Personnel (secretary, clerk, etc.)	6
Maintenance Personnel	1
	17
Adventist Book Center	2
Adventist Community Services	-
Evangelist(s)	-
Summer Camp	-
Truck Driver	-
	2
Pastors	17.5
Seminary Student	-
Bible Workers	-
Church Secretaries & Treasurers	-
	17.5
Elementary Teachers	26
Teacher's Aides	-
Elementary Principals	7
Preschool Directors	2
Elementary Administrative Assistants & Support	2
Secondary Teachers	11
Secondary Administrative Personnel	8
Academy Industry	-
	56
Literature Evangelists (full-time)	*
	92.5

*Publishing program is managed by FER.

24 churches
4,905 members
Average of 204 members per church

10 schools
761 enrollment
Average of 76 students per school

Ratio of 53 members to each employee

Table 49
Nevada-Utah Conference

Office of the President (including VPs)	1
Secretariat	0.5
Treasury, Association & Trust Services	1.5
Computer Management	-
Office of Education	1
Church-support Departments	1
Communication Department	-
Publishing Department	*
Hourly Support Personnel (secretary, clerk, etc.)	4.5
Maintenance Personnel	-
	9.5
Adventist Book Center	1
Adventist Community Services	-
Evangelist(s)	-
Monument Valley Hospital	75.5
Summer Camp	-
Truck Driver	-
	76.5
Pastors	25
Seminary Student	1
Bible Workers	-
Church Secretaries & Treasurers	-
	26
Elementary Teachers	26.5
Teacher's Aides	2
Elementary Principals	2
Elementary Administrative Assistants & Support	1
Secondary Teachers	-
Secondary Administrative Personnel	-
Academy Industry	-
	31.5
Literature Evangelists (full-time)	*
	154

*Publishing program is managed by FER.

37 churches
4,318 members
Average of 117 members per church

11 schools
383 enrollment
Average of 35 students per school

Ratio of 30 members to each employee

Table 50
Northern California Conference

Office of the President (including VPs)	2
Secretariat	2
Treasury, Association & Trust Services	12.5
Computer Management	2.5
Office of Education	4
Church-support Departments	6
Communication Department	3
Publishing Department	*
Hourly Support Personnel (secretary, clerk, etc.)	25
Maintenance Personnel	5.5
	62.5
Adventist Book Center	9.5
Adventist Community Services	1
Chaplain(s)	2
Evangelist(s)	7
Radio Station	1
Summer Camp	3.5
Truck Driver	-
Unidentified Institution	14
	38
Pastors	122
Seminary Student	4
Bible Workers	4.5
Church Secretaries & Treasurers	28.5
	159
Elementary Teachers	187
Teacher's Aides	13
Preschool Directors	6
Elementary Principals	28
Elementary Administrative Assistants & Support	6
Secondary Teachers	43
Secondary Administrative Personnel	37.5
Academy Industry	-
	320.5
Literature Evangelists (full-time)	*
	580

*Publishing program is managed by FER.

Table 50, continued

132 churches

36,895 members

Average of 280 members per church

50 schools

3,871 enrollment

Average of 77 students per school

Ratio of 64 members to each employee

Table 51
Southeastern California Conference

Office of the President (including VPs)	4
Secretariat	4
Treasury, Association & Trust Services	27
Computer Management	-
Office of Education	5
Church-support Departments	6
Communication Department	-
Publishing Department	*
Unidentified Personnel	6
Hourly Support Personnel (secretary, clerk, etc.)	23
Maintenance Personnel	10
	85
Adventist Book Center	6
Adventist Community Services	1
Area Youth Pastor	1
Chaplain(s)	1
Evangelist(s)	10
Summer Camp	6
Truck Driver	3
	28
Pastors	157
Seminary Student	-
Bible Workers	8
Music Directors	3
Church Secretaries & Treasurers	44
	212
Elementary Teachers	156
Teacher's Aides	10
Child Care Directors	2
Elementary Principals	13
Elementary Administrative Assistants & Support	18
Secondary Teachers	126
Secondary Administrative Personnel	61.5
Academy Industry	25
	411.5
Literature Evangelists (full-time)	*
	736.5

*Publishing program is managed by FER.

Table 51, continued

113 churches

55,059 members

Average of 487 members per church

31 schools

4,931 enrollment

Average of 159 students per school

Ratio of 75 members to each employee

Table 52
Southern California Conference

Office of the President (including VPs)	6
Secretariat	1
Treasury, Association & Trust Services	12
Computer Management	3
Office of Education	4
Church-support Departments	4
Communication Department	-
Publishing Department	1
Hourly Support Personnel (secretary, clerk, etc.)	27
Maintenance Personnel	1
	59
Adventist Book Center	4
Adventist Community Services	2
Evangelist(s)	2
Summer Camp	7.5
Truck Driver	1
	16.5
Pastors	141
Seminary Student	4
Bible Workers	2
Church Secretaries & Treasurers	-
	147
Elementary Teachers	148
Teacher's Aides	3
Elementary Principals	14
Elementary Administrative Assistants & Support	-
Secondary Teachers	50
Secondary Administrative Personnel	28.5
Academy Industry	-
	243.5
Literature Evangelists (full-time)	*
	466

*Publishing program is managed by FER.

132 churches
49,429 members
Average of 374 members per church

26 schools
4,095 enrollment
Average of 157 students per school

Ratio of 106 members to each employee

Table 53
Southern Union Conference Office Staff

Office of the President (including VPs)	1
Secretariat	1
Treasury	17
Computer Services	4
Office of Education	4
Church-support Departments	4.5
Communication Department	2
PARL Department	1
Publishing Department (including HHES)	12.5
Hourly Support Personnel (secretary, clerk, etc.)	14.5
Maintenance Personnel (janitors, groundskeepers, etc.)	3
	64.5
Chaplain(s)	1
Evangelist(s)	1
Road-sign Program	1
	3
	67.5

Table 54
Carolina Conference

Office of the President (including VPs)	1
Secretariat	1
Treasury, Association & Trust Services	5
Computer Management	-
Office of Education	2
Church-support Departments	4
Communication Department	-
Publishing Department	1
Hourly Support Personnel (secretary, clerk, etc.)	12
Maintenance Personnel	1
	27
Adventist Book Center	5
Adventist Community Services	-
Chaplain(s)	2
Evangelist(s)	2
Summer Camp	4
Truck Driver	-
	13
Pastors	64
Seminary Student	4
Bible Workers	-
Church Secretaries & Treasurers	-
	68
Elementary Teachers	56
Teacher's Aides	-
Elementary Principals	3
Elementary Administrative Assistants & Support	-
Secondary Teachers	11
Secondary Administrative Personnel	7
Academy Industry	-
	77
Literature Evangelists (full-time)	10
	195
103 churches	
12,400 members	
Average of 120 members per church	
36 schools	
1,067 enrollment	
Average of 30 students per school	
Ratio of 64 members to each employee	

Table 55
Florida Conference

Office of the President (including VPs)	4
Secretariat	2
Treasury, Association & Trust Services	17.5
Computer Management	-
Office of Education	3
Church-support Departments	10
Communication Department	1
Publishing Department	6
Hourly Support Personnel (secretary, clerk, etc.)	31
Maintenance Personnel	2.5
	77
Adventist Book Center	16
Adventist Community Services	1
Chaplain(s)	20
Evangelist(s)	7
Summer Camp	9
Truck Driver	4
Unidentified Institution(s)	12
	69
Pastors	146
Seminary Student	1
Bible Workers	4.5
Church Secretaries & Treasurers	17
	168.5
Elementary Teachers	145.5
Teacher's Aides	2.5
Child Care workers	6
Elementary Principals	12
Elementary Administrative Assistants & Support	18.5
Secondary Teachers	29
Secondary Administrative Personnel	29.5
Academy Industry	-
	243
Literature Evangelists (full-time)	21
	578.5
152 churches	
34,499 members	
Average of 227 members per church	
45 schools	
3,174 enrollment	
Average of 71 students per school	
Ratio of 60 members to each employee	

Table 56
Georgia-Cumberland Conference

Office of the President (including VPs)	4
Secretariat	1
Treasury, Association & Trust Services	8
Computer Management	-
Office of Education	3
Church-support Departments	4
Communication Department	2
Publishing Department	4
Hourly Support Personnel (secretary, clerk, etc.)	16
Maintenance Personnel	1
	43
Adventist Book Center	6
Adventist Community Services	1
Chaplains	4
Evangelist(s)	4
Cohutta Springs Adventist Center	8
Truck Driver	1
	24
Pastors	96
Seminary Student	4
Bible Workers	1
Church Secretaries & Treasurers	3
	104
Elementary Teachers	122
Teacher's Aides	-
Child Care Directors	2
Elementary Principals	4
Elementary Administrative Assistants & Support	-
Secondary Teachers	31
Secondary Administrative Personnel	28
Academy Industry	-
	187
Literature Evangelists (full-time)	17
	375
123 churches	
21,619 members	
Average of 176 members per church	
61 schools	
2,592 enrollment	
Average of 42 students per school	
Ratio of 58 members to each employee	

Table 57
Gulf States Conference

Office of the President (including VPs)	1
Secretariat	1
Treasury, Association & Trust Services	5
Computer Management	-
Office of Education	1
Church-support Departments	3
Communication Department	-
Publishing Department	3
Hourly Support Personnel (secretary, clerk, etc.)	9.5
Maintenance Personnel	-
	23.5
Adventist Book Center	-
Adventist Community Services	-
Evangelist(s)	-
Summer Camp	2
Truck Driver	-
	2
Pastors	30
Seminary Student	1
Bible Workers	0.5
Church Secretaries & Treasurers	-
	31.5
Elementary Teachers	33
Teacher's Aides	-
Elementary Principals	-
Elementary Administrative Assistants & Support	-
Secondary Teachers	6
Secondary Administrative Personnel	6.5
Academy Industry	1
	46.5
Literature Evangelists (full-time)	7.5
	111
71 churches	
7,068 members	
Average of 100 members per church	
20 schools	
466 enrollment	
Average of 23 students per school	
Ratio of 64 members to each employee	

Table 58
Kentucky-Tennessee Conference

Office of the President (including VPs)	1
Secretariat	0.5
Treasury, Association & Trust Services	4
Computer Management	-
Office of Education	2
Church-support Departments	2.5
Communication Department	-
Publishing Department	3
Hourly Support Personnel (secretary, clerk, etc.)	7.5
Maintenance Personnel	-
	20.5
Adventist Book Center	3.5
Adventist Community Services	-
Evangelist(s)	-
Summer Camp	1
Truck Driver	-
	4.5
Pastors	34
Seminary Student	1
Bible Workers	2.5
Church Secretaries & Treasurers	-
	37.5
Elementary Teachers	46
Teacher's Aides	-
Elementary Principals	3
Elementary Administrative Assistants & Support	-
Secondary Teachers	25
Secondary Administrative Personnel	16
Academy Industry	28
	118
Literature Evangelists (full-time)	9
	189.5
75 churches	
10,557 members	
Average of 141 members per church	
22 schools	
951 enrollment	
Average of 43 students per school	
Ratio of 56 members to each employee	

Table 59
South Atlantic Conference

Office of the President (including VPs)	1
Secretariat	1
Treasury, Association & Trust Services	7
Computer Management	-
Office of Education	2
Church-support Departments	2
Communication Department	-
Publishing Department	4
Hourly Support Personnel (secretary, clerk, etc.)	5
Maintenance Personnel	-
	23
Adventist Book Center	1
Adventist Community Services	1
Evangelist(s)	-
Campground Caretaker	1
Truck Driver	-
	3
Pastors	47
Seminary Student	-
Bible Workers	1
Church Secretaries & Treasurers	-
	48
Elementary Teachers	26
Teacher's Aides	-
Elementary Principals	13
Elementary Administrative Assistants & Support	1
Secondary Teachers	9
Secondary Administrative Personnel	-
Academy Industry	-
	49
Literature Evangelists (full-time)	*
	123

*Data unavailable.

103 churches
 24,319 members
 Average of 236 members per church

21 schools
 888 enrollment
 Average of 42 students per school

Ratio of 198 members to each employee

Table 60
South Central Conference

Office of the President (including VPs)	1
Secretariat	1
Treasury, Association & Trust Services	4
Computer Management	-
Office of Education	1
Church-support Departments	4
Communication Department	1
Publishing Department	8
Hourly Support Personnel (secretary, clerk, etc.)	6
Maintenance Personnel	1
	27
Adventist Book Center	5
Adventist Community Services	-
Evangelist(s)	-
Summer Camp	-
Truck Driver	-
	5
Pastors	58
Seminary Student	-
Bible Workers	1
Church Secretaries & Treasurers	-
	59
Elementary Teachers	30
Teacher's Aides	-
Elementary Principals	7
Elementary Administrative Assistants & Support	-
Secondary Teachers	-
Secondary Administrative Personnel	-
Academy Industry	-
	37
Literature Evangelists (full-time)	6
	134
137 churches	
23,829 members	
Average of 174 members per church	
10 schools	
982 enrollment	
Average of 98 students per school	
Ratio of 178 members to each employee	

Table 61
Southeastern Conference

Office of the President (including VPs)	1
Secretariat	1
Treasury, Association & Trust Services	4
Computer Management	-
Office of Education	1
Church-support Departments	4
Communication Department	-
Publishing Department	2
Hourly Support Personnel (secretary, clerk, etc.)	9
Maintenance Personnel	1
	23
Adventist Book Center	-
Adventist Community Services	-
Evangelist(s)	-
Summer Camp	2
Truck Driver	-
	2
Pastors	44
Seminary Student	-
Bible Workers	1
Church Secretaries & Treasurers	3
	48
Elementary Teachers	19
Teacher's Aides	-
Elementary Principals	7
Elementary Administrative Assistants & Support	-
Secondary Teachers	13
Secondary Administrative Personnel	-
Academy Industry	-
	39
Literature Evangelists (full-time)	*
	112

*Data unavailable.

98 churches
 19,880 members
 Average of 203 members per church

9 schools
 760 enrollment
 Average of 84 students per school

Ratio of -- members to each employee

Table 62
Southwestern Union Conference Office Staff

Office of the President (including VPs)	2
Secretariat	1
Treasury	7
Computer Services	2
Office of Education	1
Church-support Departments	2
Communication Department	1
PARL Department	-
Publishing Department (including HHES)	7
Hourly Support Personnel (secretary, clerk, etc.)	9
Maintenance Personnel (janitors, groundskeepers, etc.)	1
	33
Adventist Community Services	1
Chaplain(s)	-
Evangelist(s)	1
	2
	35

Table 63
Arkansas-Louisiana Conference

Office of the President (including VPs)	1
Secretariat	0.5
Treasury, Association & Trust Services	4
Computer Management	-
Office of Education	1
Church-support Departments	1.5
Communication Department	-
Publishing Department	1
Hourly Support Personnel (secretary, clerk, etc.)	7
Maintenance Personnel	1
	17
Adventist Book Center	2
Adventist Community Services	-
Evangelist(s)	-
Summer Camp	2
Truck Driver	-
	4
Pastors	37
Seminary Student	-
Bible Workers	1
Church Secretaries & Treasurers	-
	38
Elementary Teachers	28
Teacher's Aides	-
Elementary Principals	2
Elementary Administrative Assistants & Support	-
Secondary Teachers	14
Secondary Administrative Personnel	10.5
Academy Industry	2
	56.5
Literature Evangelists (full-time)	6
	121.5
82 churches	
7,724 members	
Average of 94 members per church	
19 schools	
871 enrollment	
Average of 46 students per school	
Ratio of 64 members to each employee	

Table 64
Oklahoma Conference

Office of the President (including VPs)	1.5
Secretariat	0.5
Treasury, Association & Trust Services	5
Computer Management	-
Office of Education	1
Church-support Departments	1
Communication Department	-
Publishing Department	-
Hourly Support Personnel (secretary, clerk, etc.)	4
Maintenance Personnel	1
	14
Adventist Book Center	2
Adventist Community Services	-
Evangelist(s)	-
Summer Camp	2
Truck Driver	-
	4
Pastors	25
Seminary Student	-
Bible Workers	1.5
Church Secretaries & Treasurers	-
	26.5
Elementary Teachers	14
Teacher's Aides	-
Elementary Principals	1
Elementary Administrative Assistants & Support	-
Secondary Teachers	3
Secondary Administrative Personnel	1
Academy Industry	-
	19
Literature Evangelists (full-time)	1
	64.5
75 churches	
5,613 members	
Average of 75 members per church	
11 schools	
258 enrollment	
Average of 23 students per school	
Ratio of 87 members to each employee	

Table 65
Southwest Region Conference

Office of the President (including VPs)	1
Secretariat	1
Treasury, Association & Trust Services	3
Computer Management	-
Office of Education	1
Church-support Departments	2
Communication Department	-
Publishing Department	1
Hourly Support Personnel (secretary, clerk, etc.)	5
Maintenance Personnel	-
	14
Adventist Book Center	1
Adventist Community Services	-
Evangelist(s)	1
Summer Camp	1
Truck Driver	-
	3
Pastors	32
Seminary Student	1
Bible Workers	2
Church Secretaries & Treasurers	-
	35
Elementary Teachers	20
Teacher's Aides	-
Elementary Principals	10
Elementary Administrative Assistants & Support	-
Secondary Teachers	-
Secondary Administrative Personnel	-
Academy Industry	-
	30
Literature Evangelists (full-time)	*
	82

*Data not available.

85 churches
 15,026 members
 Average of 177 members per church

9 schools
 388 enrollment
 Average of 43 students per school

Ratio of 183 members to each employee

Table 66
Texas Conference

Office of the President (including VPs)	2
Secretariat	1
Treasury, Association & Trust Services	10
Computer Management	-
Office of Education	2
Church-support Departments	5
Communication Department	-
Publishing Department	7
Hourly Support Personnel (secretary, clerk, etc.)	18.5
Maintenance Personnel	1
	46.5
Adventist Book Center	7
Adventist Community Services	-
Evangelist(s)	1
Seminars Unlimited Resource Center	6.5
Summer Camp	2
Truck Driver	1
	17.5
Pastors	96
Seminary Student	-
Bible Workers	2
Church Secretaries & Treasurers	-
	98
Elementary Teachers	72
Teacher's Aides	-
Elementary Principals	10
Elementary Administrative Assistants & Support	-
Secondary Teachers	23
Secondary Administrative Personnel	21.5
Academy Industry	-
	126.5
Literature Evangelists (full-time)	29
	317.5
193 churches	
24,421 members	
Average of 127 members per church	
40 schools	
2,001 enrollment	
Average of 50 students per school	
Ratio of 77 members to each employee	

Table 67
Texico Conference

Office of the President (including VPs)	1
Secretariat	0.5
Treasury, Association & Trust Services	6
Computer Management	-
Office of Education	0.5
Church-support Departments	2
Communication Department	-
Publishing Department	3
Hourly Support Personnel (secretary, clerk, etc.)	5
Maintenance Personnel	-
	18
Adventist Book Center	-
Adventist Community Services	-
Evangelist(s)	-
Summer Camp	-
Truck Driver	-
	0
Pastors	20.5
Seminary Student	0.5
Bible Workers	-
Church Secretaries & Treasurers	-
	21
Elementary Teachers	17.5
Teacher's Aides	1
Elementary Principals	2
Elementary Administrative Assistants & Support	-
Secondary Teachers	6
Secondary Administrative Personnel	7
Academy Industry	-
	33.5
Literature Evangelists (full-time)	8.5
	81
67 churches	
5,141 members	
Average of 77 members per church	
10 schools	
306 enrollment	
Average of 31 students per school	
Ratio of 63 members to each employee	