Table 27
Indiana Conference

<table>
<thead>
<tr>
<th>Department</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office of the President (including VPs)</td>
<td>1</td>
</tr>
<tr>
<td>Secretariat</td>
<td>1</td>
</tr>
<tr>
<td>Treasury, Association &amp; Trust Services</td>
<td>3</td>
</tr>
<tr>
<td>Computer Management</td>
<td>-</td>
</tr>
<tr>
<td>Office of Education</td>
<td>-</td>
</tr>
<tr>
<td>Church-support Departments</td>
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</tr>
<tr>
<td>Communication Department</td>
<td>-</td>
</tr>
<tr>
<td>Publishing Department *</td>
<td>*</td>
</tr>
<tr>
<td>Hourly Support Personnel (secretary, clerk, etc.)</td>
<td>5</td>
</tr>
<tr>
<td>Maintenance Personnel</td>
<td>-</td>
</tr>
<tr>
<td>Adventist Book Center</td>
<td>2</td>
</tr>
<tr>
<td>Adventist Community Services</td>
<td>-</td>
</tr>
<tr>
<td>Summer Camp</td>
<td>-</td>
</tr>
<tr>
<td>Truck Driver</td>
<td>2</td>
</tr>
<tr>
<td>Pastors</td>
<td>24</td>
</tr>
<tr>
<td>Seminary Student</td>
<td>3</td>
</tr>
<tr>
<td>Bible Workers</td>
<td>2</td>
</tr>
<tr>
<td>Church Secretaries &amp; Treasurers</td>
<td>29</td>
</tr>
<tr>
<td>Elementary Teachers</td>
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</tr>
<tr>
<td>Teacher's Aides</td>
<td>-</td>
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<tr>
<td>Elementary Principals</td>
<td>3</td>
</tr>
<tr>
<td>Elementary Administrative Assistants &amp; Support</td>
<td>1</td>
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<tr>
<td>Secondary Teachers</td>
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</tr>
<tr>
<td>Secondary Administrative Personnel</td>
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</tr>
<tr>
<td>Academy Industry</td>
<td>1</td>
</tr>
<tr>
<td>Literature Evangelists (full-time)</td>
<td>2</td>
</tr>
</tbody>
</table>

*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**

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office of the President (including VPs)</td>
<td>1</td>
</tr>
<tr>
<td>Secretariat</td>
<td>1</td>
</tr>
<tr>
<td>Treasury, Association &amp; Trust Services</td>
<td>5</td>
</tr>
<tr>
<td>Computer Management</td>
<td>-</td>
</tr>
<tr>
<td>Office of Education</td>
<td>1</td>
</tr>
<tr>
<td>Church-support Departments</td>
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</tr>
<tr>
<td>Communication Department</td>
<td>-</td>
</tr>
<tr>
<td>Publishing Department</td>
<td>1</td>
</tr>
<tr>
<td>Hourly Support Personnel (secretary, clerk, etc.)</td>
<td>10</td>
</tr>
<tr>
<td>Maintenance Personnel</td>
<td>1</td>
</tr>
<tr>
<td>Adventist Book Center</td>
<td>-</td>
</tr>
<tr>
<td>Adventist Community Services</td>
<td>-</td>
</tr>
<tr>
<td>Summer Camp</td>
<td>1</td>
</tr>
<tr>
<td>Truck Driver</td>
<td>-</td>
</tr>
<tr>
<td>Pastors</td>
<td>38</td>
</tr>
<tr>
<td>Seminary Student</td>
<td>-</td>
</tr>
<tr>
<td>Bible Workers</td>
<td>3</td>
</tr>
<tr>
<td>Church Secretaries &amp; Treasurers</td>
<td>-</td>
</tr>
<tr>
<td>Elementary Teachers</td>
<td>28</td>
</tr>
<tr>
<td>Teacher's Aides</td>
<td>1</td>
</tr>
<tr>
<td>Elementary Principals</td>
<td>1</td>
</tr>
<tr>
<td>Elementary Administrative Assistants &amp; Support</td>
<td>-</td>
</tr>
<tr>
<td>Secondary Teachers</td>
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</tr>
<tr>
<td>Secondary Administrative Personnel</td>
<td>6</td>
</tr>
<tr>
<td>Academy Industry</td>
<td>-</td>
</tr>
<tr>
<td>Literature Evangelists (full-time)</td>
<td>-</td>
</tr>
</tbody>
</table>

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

*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**

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
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<tbody>
<tr>
<td>Office of the President (including VPs)</td>
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<tr>
<td>Secretariat</td>
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</tr>
<tr>
<td>Treasury, Association &amp; Trust Services</td>
<td>2.5</td>
</tr>
<tr>
<td>Computer Management</td>
<td>-</td>
</tr>
<tr>
<td>Office of Education</td>
<td>1</td>
</tr>
<tr>
<td>Church-support Departments</td>
<td>2</td>
</tr>
<tr>
<td>Communication Department</td>
<td>0.5</td>
</tr>
<tr>
<td>Publishing Department</td>
<td>*</td>
</tr>
<tr>
<td>Hourly Support Personnel (secretary, clerk, etc.)</td>
<td>5</td>
</tr>
<tr>
<td>Maintenance Personnel</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>12.5</strong></td>
</tr>
<tr>
<td>Adventist Book Center</td>
<td>3</td>
</tr>
<tr>
<td>Adventist Community Services</td>
<td>-</td>
</tr>
<tr>
<td>Evangelist(s)</td>
<td>1</td>
</tr>
<tr>
<td>Summer Camp</td>
<td>1</td>
</tr>
<tr>
<td>Truck Driver</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>5</strong></td>
</tr>
<tr>
<td>Pastors</td>
<td>21</td>
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<tr>
<td>Seminary Student</td>
<td>-</td>
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<tr>
<td>Bible Workers</td>
<td>-</td>
</tr>
<tr>
<td>Church Secretaries &amp; Treasurers</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>21</strong></td>
</tr>
<tr>
<td>Elementary Teachers</td>
<td>26.5</td>
</tr>
<tr>
<td>Teacher's Aides</td>
<td>1</td>
</tr>
<tr>
<td>Elementary Principals</td>
<td>1</td>
</tr>
<tr>
<td>Elementary Administrative Assistants &amp; Support</td>
<td>1</td>
</tr>
<tr>
<td>Secondary Teachers</td>
<td>10</td>
</tr>
<tr>
<td>Secondary Administrative Personnel</td>
<td><strong>11.5</strong></td>
</tr>
<tr>
<td>Academy Industry</td>
<td>-</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>51</strong></td>
</tr>
<tr>
<td>Literature Evangelists (full-time)</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>90.5</strong></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Department</th>
<th>Quantity</th>
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<tbody>
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<tr>
<td>Treasury</td>
<td>3</td>
</tr>
<tr>
<td>Computer Services</td>
<td>1</td>
</tr>
<tr>
<td>Office of Education</td>
<td>3</td>
</tr>
<tr>
<td>Church-support Departments</td>
<td>1</td>
</tr>
<tr>
<td>Communication Department</td>
<td>3</td>
</tr>
<tr>
<td>PARL Department</td>
<td>*</td>
</tr>
<tr>
<td>Publishing Department</td>
<td>3</td>
</tr>
<tr>
<td>Hourly Support Personnel (secretary, clerk, etc.)</td>
<td>8</td>
</tr>
<tr>
<td>Maintenance Personnel (janitors, groundskeepers, etc.)</td>
<td>-</td>
</tr>
<tr>
<td>Evangelist(s)</td>
<td>2</td>
</tr>
</tbody>
</table>

*Covered with contract services.*
Table 32
Central States Conference

<table>
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<tr>
<th>Department</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office of the President (including VPs)</td>
<td>1</td>
</tr>
<tr>
<td>Secretariat</td>
<td>0.5</td>
</tr>
<tr>
<td>Treasury, Association &amp; Trust Services</td>
<td>1.5</td>
</tr>
<tr>
<td>Computer Management</td>
<td>-</td>
</tr>
<tr>
<td>Office of Education</td>
<td>2</td>
</tr>
<tr>
<td>Church-support Departments</td>
<td>1</td>
</tr>
<tr>
<td>Communication Department</td>
<td>-</td>
</tr>
<tr>
<td>Publishing Department</td>
<td>2</td>
</tr>
<tr>
<td>Hourly Support Personnel (secretary, clerk, etc.)</td>
<td>3</td>
</tr>
<tr>
<td>Maintenance Personnel</td>
<td>-</td>
</tr>
<tr>
<td>Adventist Book Center</td>
<td>-</td>
</tr>
<tr>
<td>Adventist Community Services</td>
<td>-</td>
</tr>
<tr>
<td>Summer Camp</td>
<td>-</td>
</tr>
<tr>
<td>Truck Driver</td>
<td>-</td>
</tr>
<tr>
<td>Pastors</td>
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</tr>
<tr>
<td>Seminary Student</td>
<td>-</td>
</tr>
<tr>
<td>Bible Workers</td>
<td>1</td>
</tr>
<tr>
<td>Church Secretaries &amp; Treasurers</td>
<td>-</td>
</tr>
<tr>
<td>Elementary Teachers</td>
<td>4</td>
</tr>
<tr>
<td>Teacher's Aides</td>
<td>-</td>
</tr>
<tr>
<td>Elementary Principals</td>
<td>3</td>
</tr>
<tr>
<td>Elementary Administrative Assistants &amp; Support</td>
<td>-</td>
</tr>
<tr>
<td>Secondary Teachers</td>
<td>-</td>
</tr>
<tr>
<td>Secondary Administrative Personnel</td>
<td>-</td>
</tr>
<tr>
<td>Academy Industry</td>
<td>-</td>
</tr>
<tr>
<td>Literature Evangelists (full-time)</td>
<td>-</td>
</tr>
<tr>
<td>37 churches</td>
<td></td>
</tr>
<tr>
<td>8,586 members</td>
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</tr>
<tr>
<td>Average of 232 members per church</td>
<td></td>
</tr>
<tr>
<td>3 schools</td>
<td></td>
</tr>
<tr>
<td>200 enrollment</td>
<td></td>
</tr>
<tr>
<td>Average of 67 students per school</td>
<td></td>
</tr>
<tr>
<td>Ratio of 220 members to each employee</td>
<td>39</td>
</tr>
<tr>
<td>Department</td>
<td>Number</td>
</tr>
<tr>
<td>------------------------------------------------</td>
<td>--------</td>
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<tr>
<td>Office of the President (including VPs)</td>
<td>1</td>
</tr>
<tr>
<td>Secretariat</td>
<td>1</td>
</tr>
<tr>
<td>Treasury, Association &amp; Trust Services</td>
<td>5</td>
</tr>
<tr>
<td>Computer Management</td>
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<tr>
<td>Office of Education</td>
<td>0.5</td>
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<tr>
<td>Church-support Departments</td>
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<tr>
<td>Communication Department</td>
<td>-</td>
</tr>
<tr>
<td>Publishing Department</td>
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</tr>
<tr>
<td>Hourly Support Personnel (secretary, clerk, etc.)</td>
<td>3.5</td>
</tr>
<tr>
<td>Maintenance Personnel</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>12.5</td>
</tr>
<tr>
<td>Adventist Book Center</td>
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<tr>
<td>Adventist Community Services</td>
<td>-</td>
</tr>
<tr>
<td>Native American Mission</td>
<td>2</td>
</tr>
<tr>
<td>Summer Camp</td>
<td>-</td>
</tr>
<tr>
<td>Truck Driver</td>
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<tr>
<td>Pastors</td>
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</tr>
<tr>
<td>Seminary Student</td>
<td>-</td>
</tr>
<tr>
<td>Bible Workers</td>
<td>-</td>
</tr>
<tr>
<td>Church Secretaries &amp; Treasurers</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>24</td>
</tr>
<tr>
<td>Elementary Teachers</td>
<td>13</td>
</tr>
<tr>
<td>Teacher's Aides</td>
<td>-</td>
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<tr>
<td>Elementary Principals</td>
<td>-</td>
</tr>
<tr>
<td>Elementary Administrative Assistants &amp; Support</td>
<td>-</td>
</tr>
<tr>
<td>Secondary Teachers</td>
<td>5</td>
</tr>
<tr>
<td>Secondary Administrative Personnel</td>
<td>10</td>
</tr>
<tr>
<td>Academy Industry</td>
<td>-</td>
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<td></td>
<td>28</td>
</tr>
<tr>
<td>Literature Evangelists (full-time)</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>69</td>
</tr>
</tbody>
</table>

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>
<thead>
<tr>
<th>Department</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office of the President (including VPs)</td>
<td>1</td>
</tr>
<tr>
<td>Secretariat</td>
<td>1</td>
</tr>
<tr>
<td>Treasury, Association &amp; Trust Services</td>
<td>6</td>
</tr>
<tr>
<td>Computer Management</td>
<td>-</td>
</tr>
<tr>
<td>Office of Education</td>
<td>1</td>
</tr>
<tr>
<td>Church-support Departments</td>
<td>3</td>
</tr>
<tr>
<td>Communication Department</td>
<td>-</td>
</tr>
<tr>
<td>Publishing Department</td>
<td>-</td>
</tr>
<tr>
<td>Hourly Support Personnel (secretary, clerk, etc.)</td>
<td>5</td>
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<tr>
<td>Maintenance Personnel</td>
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<td><strong>Total</strong></td>
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<tr>
<td>Adventist Community Services</td>
<td>1</td>
</tr>
<tr>
<td>Summer Camp</td>
<td>1</td>
</tr>
<tr>
<td>Truck Driver</td>
<td>-</td>
</tr>
<tr>
<td><strong>Pastors</strong></td>
<td><strong>49</strong></td>
</tr>
<tr>
<td>Seminary Student</td>
<td>1</td>
</tr>
<tr>
<td>Bible Workers</td>
<td>1</td>
</tr>
<tr>
<td>Church Secretaries &amp; Treasurers</td>
<td>-</td>
</tr>
<tr>
<td><strong>Elementary Teachers</strong></td>
<td><strong>34.5</strong></td>
</tr>
<tr>
<td>Teacher's Aides</td>
<td>-</td>
</tr>
<tr>
<td>Elementary Principals</td>
<td>-</td>
</tr>
<tr>
<td>Elementary Administrative Assistants &amp; Support</td>
<td>-</td>
</tr>
<tr>
<td>Secondary Teachers</td>
<td>-</td>
</tr>
<tr>
<td>Secondary Administrative Personnel</td>
<td>-</td>
</tr>
<tr>
<td>Academy Industry</td>
<td>-</td>
</tr>
<tr>
<td><strong>Literature Evangelists (full-time)</strong></td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>108.5</strong></td>
</tr>
</tbody>
</table>

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>
<thead>
<tr>
<th>Role</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office of the President (including VPs)</td>
<td>1</td>
</tr>
<tr>
<td>Secretariat</td>
<td>0.5</td>
</tr>
<tr>
<td>Treasury, Association &amp; Trust Services</td>
<td>3.5</td>
</tr>
<tr>
<td>Computer Management</td>
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</tr>
<tr>
<td>Office of Education</td>
<td>1</td>
</tr>
<tr>
<td>Church-support Departments</td>
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<tr>
<td>Communication Department</td>
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<tr>
<td>Publishing Department</td>
<td>2</td>
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<tr>
<td>Hourly Support Personnel (secretary, clerk, etc.)</td>
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<tr>
<td>Maintenance Personnel</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>19</td>
</tr>
<tr>
<td>Adventist Book Center</td>
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</tr>
<tr>
<td>Adventist Community Services</td>
<td>-</td>
</tr>
<tr>
<td>Evangelist(s)</td>
<td>2</td>
</tr>
<tr>
<td>Summer Camp</td>
<td>1</td>
</tr>
<tr>
<td>Truck Driver</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>4</td>
</tr>
<tr>
<td>Pastors</td>
<td>43</td>
</tr>
<tr>
<td>Seminary Student</td>
<td>1</td>
</tr>
<tr>
<td>Bible Workers</td>
<td>-</td>
</tr>
<tr>
<td>Church Secretaries &amp; Treasurers</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>44</td>
</tr>
<tr>
<td>Elementary Teachers</td>
<td>39.5</td>
</tr>
<tr>
<td>Teacher's Aides</td>
<td>-</td>
</tr>
<tr>
<td>Elementary Principals</td>
<td>1</td>
</tr>
<tr>
<td>Elementary Administrative Assistants &amp; Support</td>
<td>-</td>
</tr>
<tr>
<td>Secondary Teachers</td>
<td>18</td>
</tr>
<tr>
<td>Secondary Administrative Personnel</td>
<td>17</td>
</tr>
<tr>
<td>Academy Industry</td>
<td>6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>81.5</td>
</tr>
<tr>
<td>Literature Evangelists (full-time)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>148.5</td>
</tr>
</tbody>
</table>

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**

<table>
<thead>
<tr>
<th>Department</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office of the President (including VPs)</td>
<td>1</td>
</tr>
<tr>
<td>Secretariat</td>
<td>0.5</td>
</tr>
<tr>
<td>Treasury, Association &amp; Trust Services</td>
<td>3.5</td>
</tr>
<tr>
<td>Computer Management</td>
<td>-</td>
</tr>
<tr>
<td>Office of Education</td>
<td>1</td>
</tr>
<tr>
<td>Church-support Departments</td>
<td>1</td>
</tr>
<tr>
<td>Communication Department</td>
<td>-</td>
</tr>
<tr>
<td>Publishing Department</td>
<td>-</td>
</tr>
<tr>
<td>Hourly Support Personnel (secretary, clerk, etc.)</td>
<td>4.5</td>
</tr>
<tr>
<td>Maintenance Personnel</td>
<td>-</td>
</tr>
<tr>
<td>Adventist Book Center</td>
<td>2</td>
</tr>
<tr>
<td>Adventist Community Services</td>
<td>-</td>
</tr>
<tr>
<td>Summer Camp</td>
<td>1</td>
</tr>
<tr>
<td>Truck Driver</td>
<td>-</td>
</tr>
<tr>
<td>Pastors</td>
<td>37.5</td>
</tr>
<tr>
<td>Seminary Student</td>
<td>1</td>
</tr>
<tr>
<td>Bible Workers</td>
<td>2.5</td>
</tr>
<tr>
<td>Church Secretaries &amp; Treasurers</td>
<td>-</td>
</tr>
<tr>
<td>Elementary Teachers</td>
<td>27.5</td>
</tr>
<tr>
<td>Teacher's Aides</td>
<td>-</td>
</tr>
<tr>
<td>Elementary Principals</td>
<td>1</td>
</tr>
<tr>
<td>Elementary Administrative Assistants &amp; Support</td>
<td>-</td>
</tr>
<tr>
<td>Secondary Teachers</td>
<td>6</td>
</tr>
<tr>
<td>Secondary Administrative Personnel</td>
<td>9</td>
</tr>
<tr>
<td>Academy Industry</td>
<td>-</td>
</tr>
<tr>
<td>Literature Evangelists (full-time)</td>
<td>-</td>
</tr>
</tbody>
</table>

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**

<table>
<thead>
<tr>
<th>Department</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office of the President (including VPs)</td>
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</tr>
<tr>
<td>Secretariat</td>
<td>0.5</td>
</tr>
<tr>
<td>Treasury, Association &amp; Trust Services</td>
<td>9</td>
</tr>
<tr>
<td>Computer Management</td>
<td>-</td>
</tr>
<tr>
<td>Office of Education</td>
<td>1</td>
</tr>
<tr>
<td>Church-support Departments</td>
<td>2</td>
</tr>
<tr>
<td>Communication Department</td>
<td>-</td>
</tr>
<tr>
<td>Publishing Department</td>
<td>2</td>
</tr>
<tr>
<td>Hourly Support Personnel (secretary, clerk, etc.)</td>
<td>8</td>
</tr>
<tr>
<td>Maintenance Personnel</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>24.5</td>
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<tr>
<td>Adventist Book Center</td>
<td>6</td>
</tr>
<tr>
<td>Adventist Community Services</td>
<td>3</td>
</tr>
<tr>
<td>Chaplain(s)</td>
<td>5</td>
</tr>
<tr>
<td>Summer Camp</td>
<td>3.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>17.5</td>
</tr>
<tr>
<td>Pastors</td>
<td>42</td>
</tr>
<tr>
<td>Seminary Student</td>
<td>3</td>
</tr>
<tr>
<td>Bible Workers</td>
<td>1</td>
</tr>
<tr>
<td>Church Secretaries &amp; Treasurers</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>49</td>
</tr>
<tr>
<td>Elementary Teachers</td>
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</tr>
<tr>
<td>Teacher's Aides</td>
<td>5</td>
</tr>
<tr>
<td>Elementary Principals</td>
<td>3</td>
</tr>
<tr>
<td>Elementary Administrative Assistants &amp; Support</td>
<td>1</td>
</tr>
<tr>
<td>Secondary Teachers</td>
<td>19.5</td>
</tr>
<tr>
<td>Secondary Administrative Personnel</td>
<td>15.5</td>
</tr>
<tr>
<td>Academy Industry</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>113.5</td>
</tr>
<tr>
<td>Literature Evangelists (full-time)</td>
<td>6.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>211</td>
</tr>
</tbody>
</table>

99 churches  
13,664 members  
Average of 130 members per church  

27 schools  
1,353 enrollment  
Average of 50 students per school  

Ratio of 65 members to each employee
<table>
<thead>
<tr>
<th>Department</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office of the President (including VPs)</td>
<td>1.5</td>
</tr>
<tr>
<td>Secretariat</td>
<td>1</td>
</tr>
<tr>
<td>Treasury</td>
<td>8</td>
</tr>
<tr>
<td>Computer Services</td>
<td>5</td>
</tr>
<tr>
<td>Office of Education</td>
<td>4</td>
</tr>
<tr>
<td>Church-support Departments</td>
<td>2.5</td>
</tr>
<tr>
<td>Communication Department</td>
<td>2</td>
</tr>
<tr>
<td>PARL Department</td>
<td>2</td>
</tr>
<tr>
<td>Publishing Department (including HHES)</td>
<td>8</td>
</tr>
<tr>
<td>Hourly Support Personnel (secretary, clerk, etc.)</td>
<td>12.5</td>
</tr>
<tr>
<td>Maintenance Personnel (janitors, groundskeepers, etc.)</td>
<td>2.5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Department</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evanglist(s)</td>
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</tr>
<tr>
<td>Native Ministries</td>
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</tr>
<tr>
<td>Project PATCH</td>
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<tr>
<td></td>
<td>6.5</td>
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</table>

<table>
<thead>
<tr>
<th>Department</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Literature Evangelists</td>
<td>28.5</td>
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</table>

<table>
<thead>
<tr>
<th>Department</th>
<th>Hours</th>
</tr>
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<tbody>
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<td></td>
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<td>Category</td>
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<td>--------</td>
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<tr>
<td>Office of the President (including VPs)</td>
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<tr>
<td>Secretariat</td>
<td>0.5</td>
</tr>
<tr>
<td>Treasury, Association &amp; Trust Services</td>
<td>1.5</td>
</tr>
<tr>
<td>Computer Management</td>
<td>-</td>
</tr>
<tr>
<td>Office of Education</td>
<td>1</td>
</tr>
<tr>
<td>Church-support Departments</td>
<td>0.5</td>
</tr>
<tr>
<td>Communication Department</td>
<td>-</td>
</tr>
<tr>
<td>Publishing Department</td>
<td>0.5</td>
</tr>
<tr>
<td>Hourly Support Personnel (secretary, clerk, etc.)</td>
<td>3</td>
</tr>
<tr>
<td>Maintenance Personnel</td>
<td>-</td>
</tr>
<tr>
<td>Adventist Book Center</td>
<td>-</td>
</tr>
<tr>
<td>Adventist Community Services</td>
<td>-</td>
</tr>
<tr>
<td>Evangelist(s)</td>
<td>-</td>
</tr>
<tr>
<td>Summer Camp</td>
<td>-</td>
</tr>
<tr>
<td>Truck Driver</td>
<td>-</td>
</tr>
<tr>
<td>Pastors</td>
<td>15</td>
</tr>
<tr>
<td>Seminary Student</td>
<td>-</td>
</tr>
<tr>
<td>Bible Workers</td>
<td>-</td>
</tr>
<tr>
<td>Church Secretaries &amp; Treasurers</td>
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<tr>
<td>Elementary Teachers</td>
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<td>Teacher's Aides</td>
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<td>Elementary Principals</td>
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<tr>
<td>Elementary Administrative Assistants &amp; Support</td>
<td>-</td>
</tr>
<tr>
<td>Secondary Teachers</td>
<td>-</td>
</tr>
<tr>
<td>Secondary Administrative Personnel</td>
<td>-</td>
</tr>
<tr>
<td>Academy Industry</td>
<td>-</td>
</tr>
<tr>
<td>Literature Evangelists (full-time)</td>
<td>0.5</td>
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</tbody>
</table>

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>
<thead>
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<th>Department</th>
<th>Count</th>
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<tbody>
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<td>Secretariat</td>
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<tr>
<td>Treasury, Association &amp; Trust Services</td>
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<tr>
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</tr>
<tr>
<td>Office of Education</td>
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</tr>
<tr>
<td>Church-support Departments</td>
<td>0.5</td>
</tr>
<tr>
<td>Communication Department</td>
<td>-</td>
</tr>
<tr>
<td>Publishing Department</td>
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<tr>
<td>Hourly Support Personnel (secretary, clerk, etc.)</td>
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<tr>
<td>Maintenance Personnel</td>
<td>1.5</td>
</tr>
<tr>
<td>Adventist Book Center</td>
<td>-</td>
</tr>
<tr>
<td>Adventist Community Services</td>
<td>-</td>
</tr>
<tr>
<td>Evangelist(s)</td>
<td>-</td>
</tr>
<tr>
<td>Radio Station</td>
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</tr>
<tr>
<td>Summer Camp</td>
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</tr>
<tr>
<td>Truck Driver</td>
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</tr>
<tr>
<td>Pastors</td>
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</tr>
<tr>
<td>Seminary Student</td>
<td>-</td>
</tr>
<tr>
<td>Bible Workers</td>
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</tr>
<tr>
<td>Church Secretaries &amp; Treasurers</td>
<td>1</td>
</tr>
<tr>
<td>Elementary Teachers</td>
<td>25.5</td>
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<tr>
<td>Teacher's Aides</td>
<td>-</td>
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<tr>
<td>Elementary Principals</td>
<td>1</td>
</tr>
<tr>
<td>Elementary Administrative Assistants &amp; Support</td>
<td>-</td>
</tr>
<tr>
<td>Secondary Teachers</td>
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<tr>
<td>Secondary Administrative Personnel</td>
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<tr>
<td>Academy Industry</td>
<td>-</td>
</tr>
<tr>
<td>Literature Evangelists (full-time)</td>
<td>-</td>
</tr>
</tbody>
</table>

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  

<table>
<thead>
<tr>
<th>Department</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office of the President (including VPs)</td>
<td>1</td>
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<tr>
<td>Secretariat</td>
<td>0.5</td>
</tr>
<tr>
<td>Treasury, Association &amp; Trust Services</td>
<td>1.5</td>
</tr>
<tr>
<td>Computer Management</td>
<td>-</td>
</tr>
<tr>
<td>Office of Education</td>
<td>0.5</td>
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<tr>
<td>Church-support Departments</td>
<td>0.5</td>
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<tr>
<td>Communication Department</td>
<td>-</td>
</tr>
<tr>
<td>Publishing Department</td>
<td>-</td>
</tr>
<tr>
<td>Hourly Support Personnel (secretary, clerk, etc.)</td>
<td>5.5</td>
</tr>
<tr>
<td>Maintenance Personnel</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>9.5</td>
</tr>
<tr>
<td>Adventist Book Center</td>
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<tr>
<td>Adventist Community Services</td>
<td>-</td>
</tr>
<tr>
<td>Evangelist(s)</td>
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<tr>
<td>Summer Camp</td>
<td>-</td>
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<td>Trucking Program</td>
<td>29</td>
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<tr>
<td></td>
<td>31</td>
</tr>
<tr>
<td>Pastors</td>
<td>15</td>
</tr>
<tr>
<td>Seminary Student</td>
<td>-</td>
</tr>
<tr>
<td>Bible Workers</td>
<td>-</td>
</tr>
<tr>
<td>Church Secretaries &amp; Treasurers</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>15</td>
</tr>
<tr>
<td>Elementary Teachers</td>
<td>18</td>
</tr>
<tr>
<td>Teacher's Aides</td>
<td>-</td>
</tr>
<tr>
<td>Elementary Principals</td>
<td>-</td>
</tr>
<tr>
<td>Elementary Administrative Assistants &amp; Support</td>
<td>-</td>
</tr>
<tr>
<td>Secondary Teachers</td>
<td>-</td>
</tr>
<tr>
<td>Secondary Administrative Personnel</td>
<td>5.5</td>
</tr>
<tr>
<td>Academy Industry</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>33.5</td>
</tr>
<tr>
<td>Literature Evangelists (full-time)</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>89</td>
</tr>
</tbody>
</table>

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>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
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<tbody>
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<tr>
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</tr>
<tr>
<td>Treasury, Association &amp; Trust Services</td>
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<tr>
<td>Computer Management</td>
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<tr>
<td>Office of Education</td>
<td>3</td>
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<tr>
<td>Church-support Departments</td>
<td>8</td>
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<tr>
<td>Communication Department</td>
<td>2</td>
</tr>
<tr>
<td>Publishing Department</td>
<td>*</td>
</tr>
<tr>
<td>Hourly Support Personnel (secretary, clerk, etc.)</td>
<td>26</td>
</tr>
<tr>
<td>Maintenance Personnel</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>56</td>
</tr>
<tr>
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<td>7.5</td>
</tr>
<tr>
<td>Adventist Community Services</td>
<td>1</td>
</tr>
<tr>
<td>Chaplains</td>
<td>3</td>
</tr>
<tr>
<td>Evangelist(s)</td>
<td>1</td>
</tr>
<tr>
<td>Summer Camp</td>
<td>5</td>
</tr>
<tr>
<td>Truck Driver</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>19.5</td>
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<tr>
<td>Pastors</td>
<td>102</td>
</tr>
<tr>
<td>Seminary Student</td>
<td>2</td>
</tr>
<tr>
<td>Bible Workers</td>
<td>1</td>
</tr>
<tr>
<td>Church Secretaries &amp; Treasurers</td>
<td>6</td>
</tr>
<tr>
<td>Church Janitors</td>
<td>3</td>
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<tr>
<td><strong>Total</strong></td>
<td>114</td>
</tr>
<tr>
<td>Elementary Teachers</td>
<td>144.5</td>
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<tr>
<td>Teacher's Aides</td>
<td>2.5</td>
</tr>
<tr>
<td>Child Care Programs</td>
<td>11.5</td>
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<tr>
<td>Elementary Principals</td>
<td>8</td>
</tr>
<tr>
<td>Elementary Administrative Assistants &amp; Support</td>
<td>16.5</td>
</tr>
<tr>
<td>Secondary Teachers</td>
<td>39</td>
</tr>
<tr>
<td>Secondary Administrative Personnel</td>
<td>28.5</td>
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<tr>
<td>Academy Industry</td>
<td>-</td>
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<tr>
<td><strong>Total</strong></td>
<td>250.5</td>
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<tr>
<td>Literature Evangelists (full-time)</td>
<td>*</td>
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<tr>
<td></td>
<td>440</td>
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</tbody>
</table>

*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

<table>
<thead>
<tr>
<th>Department</th>
<th>Full-time</th>
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</thead>
<tbody>
<tr>
<td>Office of the President (including VPs)</td>
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</tr>
<tr>
<td>Secretariat</td>
<td>1</td>
</tr>
<tr>
<td>Treasury, Association &amp; Trust Services</td>
<td>11.5</td>
</tr>
<tr>
<td>Computer Management</td>
<td>1</td>
</tr>
<tr>
<td>Office of Education</td>
<td>3</td>
</tr>
<tr>
<td>Church-support Departments</td>
<td>5</td>
</tr>
<tr>
<td>Communication Department</td>
<td>3</td>
</tr>
<tr>
<td>Publishing Department</td>
<td>*</td>
</tr>
<tr>
<td>Hourly Support Personnel (secretary, clerk, etc.)</td>
<td>21</td>
</tr>
<tr>
<td>Maintenance Personnel</td>
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<tr>
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<td>Pastors</td>
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</tr>
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<td></td>
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</table>

*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>
<thead>
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<tr>
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<td>1</td>
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<tr>
<td>Secretariat</td>
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<td></td>
<td>251</td>
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</tbody>
</table>

*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>
<thead>
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</tr>
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<td>Church-support Departments</td>
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<td>Communication Department</td>
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<td>PARL Department</td>
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<table>
<thead>
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<th>Department</th>
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<tbody>
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</table>

| Literature Evangelists                          | *        |
|                                                 |          |

*Publishing program is managed by FER.