



North Pacific Union of Seventh-day Adventists®

Strategic Study Items

Delegate Briefing Document

30th Constituency Session • August 23, 2026 • Walla Walla University

INTRODUCTION

The following Strategic Study Items are being presented to the delegates of the 30th North Pacific Union Conference Constituency Session for consideration and discussion.

These items originated through the regular constituency session agenda process outlined in the North Pacific Union Conference Bylaws. Agenda proposals were submitted by constituent organizations and referred to the Agenda Committee for review and recommendation. The Agenda Committee recommended to the North Pacific Union Conference Executive Committee that the following two proposals be included on the constituency session agenda for delegate consideration. Following discussion and deliberation, the Executive Committee voted to recommend these two proposals for consideration by the delegates at the 30th North Pacific Union Conference Constituency Session.

Both proposals are intended to initiate focused study and evaluation processes concerning important organizational, missional, financial, and educational matters facing the Church in the North Pacific Union Conference. Neither proposal creates immediate structural changes. Rather, each proposal would authorize the Executive Committee to appoint representative study groups or study commissions to conduct further review and bring recommendations back to the Executive Committee, with a written report provided to the delegates by the close of 2028.

STRATEGIC STUDY ITEM NO. 1

Missional Focus, Effectiveness, and Efficiency Study

Background

One of our conferences submitted a proposal requesting a comprehensive review of organizational structure, operational alignment, and opportunities for increased effectiveness and efficiency across the Union and local Conferences.

The proposal reflects a desire to thoughtfully evaluate the respective roles and responsibilities of the Union and local Conferences, clarify areas of mission and operational alignment, reduce

duplication of services, and identify opportunities for increased effectiveness, efficiency, and long-term sustainability in support of the Church's mission.

Recommended Motion (voted by NPUC EXCOM on May 12, 2026)

Moved, that the North Pacific Union Conference Constituency direct the NPUC Executive Committee to appoint a study commission to evaluate organizational structure, clarify roles between the Union and Conferences, and identify opportunities to reduce duplication and enhance operational efficiency. The original submission shall serve as advisory guidance to the commission, underscoring the intention for considerable organizational change and significant savings.

Further moved, that the commission submit a comprehensive report, including financial and structural implications, to the Executive Committee, with a written final report to the delegates by the close of 2028.

STRATEGIC STUDY ITEM NO. 2

Secondary Education Financial Viability Study

Background

Another conference submitted a proposal to study the financial and infrastructure challenges facing Seventh-day Adventist secondary education across the Union, including boarding academies and other models of secondary education, and to develop recommendations that support long-term financial viability and educational effectiveness.

Recommended Motion (voted by NPUC EXCOM on May 12, 2026)

Moved, that the North Pacific Union Conference Constituency direct the Executive Committee to appoint a task force to study the financial and infrastructure challenges facing Seventh-day Adventist secondary education across the Union and to develop recommendations that support long-term financial viability and educational effectiveness.

Further moved, that the task force report its recommendations, including any financial and structural implications, to the Executive Committee, with a written final report to the delegates by the close of 2028.

APPENDIX A

Original Conference Agenda Proposal Submissions

The following text reflects the original agenda proposal language submitted by our conferences and distributed for review through the Agenda Committee process. These materials are provided for delegate reference and historical context.

Agenda Proposal No. 1

Concerning Missional Focus, Effectiveness, and Efficiency

Whereas the Seventh-day Adventist Church is called to faithfully steward all the resources entrusted to it, including the tithes returned to the church as storehouse;

Whereas there is a recognized need to address redundancy and duplication within denominational structures, in order to improve efficiency, reduce administrative overhead, and maximize resources for direct ministry and mission;

Whereas the vitality of the Church is found in the local congregation, and organizational structures should be designed to support and empower local church ministry;

Whereas consolidating organizational support functions at the Union level and focusing local Conference resources on ministry support is expected to yield significant cost savings and operational efficiencies, without diminishing representation or requiring constitutional changes;

Be it resolved, that the North Pacific Union Constituency authorize the development of a detailed plan for reorganizing the relationship between the NPUC and the local conferences, with the following objectives:

To coordinate and consolidate organizational support functions (such as HR, accounting, IT, risk management, communication, trust services, and legal) at the Union level, eliminating duplication at the Conference level.

To focus Conference staffing and resources on ministry support functions that directly empower and equip local church leaders and congregations.

To clarify the missional focus of each organizational unit, reducing overlapping structures and initiatives, while enhancing member engagement.

To establish clear metrics for efficiency, cost savings, and effectiveness, with a target of achieving at least 9% system-wide savings in tithe-funded operations.

Furthermore, be it resolved that NPUC administration report back to a specially called NPUC Constituency meeting in Fall 2027 with a comprehensive implementation plan, including timelines, financial projections, and recommendations for necessary policy or structural adjustments.

Agenda Proposal No. 2

Secondary Education Financial Viability Task Force

Whereas conferences within the North Pacific Union are facing significant financial challenges in maintaining boarding schools within their territories,

It is moved that the North Pacific Union establish a dedicated task force to study financial and infrastructure issues facing Seventh-day Adventist secondary education across the Union and make such recommendations to the North Pacific Union Executive Committee and its constituent Conferences that will ensure financial viability and a commitment to excellence in Adventist education for the future.

CLOSING STATEMENT

These Strategic Study Items are intended to provide a thoughtful and orderly process for evaluating significant issues affecting the future mission and ministry of the Church within the North Pacific Union Conference. Delegates are encouraged to review the proposals carefully and prayerfully as part of the constituency session deliberations.