



Board Notes

January and February, 2019

Spring Meeting of the Board of Trustees

The spring board meeting will be held May 1-2 on the campus of Oklahoma City University in Oklahoma City, the site of our second campus. The meeting will feature a conversation with President Martha Burger of OCU and a banquet hosted by Bishop James (Jimmy) Nunn of the Oklahoma Conference. The meeting will begin at noon on Wednesday, May 1 and end mid-day on Thursday. Please mark your calendars for this important meeting of the Board.

D. Min. Specialization in Leadership

In partnership with the United Methodist Church of the Resurrection, Gamaliel, and Metro Organization for Racial and Economic Equity (MORE2), Saint Paul recently announced a new 30-credit hour Doctor of Ministry focus on leadership. The concentration is titled "Spiritual Leadership in Unsettled Times" and offers emphasis in

- Leading in times of polarization and change
- Employing contextual analysis to respond to contemporary issues
- Leading communities for social justice ministries
- Exploring theological / theoretical approaches to leadership

Students will take on-line and on-campus courses in addition to attending Resurrection's Leadership Institute and Gamaliel's national training.

Saint Paul School of Theology in Oklahoma City

Derrek Belase, M.Div. 06

Director of Discipleship, Oklahoma Conference, UMC and
Member, Saint Paul Board of Trustees

This year marks the 10th anniversary of Saint Paul School of Theology in Oklahoma City. For the many graduates who traveled from Oklahoma to Kansas City in the first 50 years of the existence of the seminary, establishment of a second campus was welcomed news. Oklahomans were excited to have a seminary of our own to bring to the region a moderated Wesleyan education rooted in the contextual heritage of Saint Paul.

For the first eight years, total enrollment at our OCU campus remained relatively stable, between 45 to 50 students (head count). Today there are less than 20 students on campus. There are two full-time employees (Joey Lynch and Dr. Melissa Pearce) on the OKC campus and one full-time faculty member (Rev. Dr. Elaine Robinson) alongside several part-time faculty. Partnering with the Wimberly School of Religion at Oklahoma City University is quite important to the academic enterprise. Their full-time faculty members augment the small but diverse and effective Saint Paul faculty.

I want to suggest a few features found on the campus of Oklahoma City University, which make the Oklahoma site unique. A residential campus like OCU offers many amenities. Students doing doctoral or ministry cohort classes (usually two weeks) would find the housing and food plans an attractive option. We already see this residential model working with the Deaconess training conducted by Dr. Robinson in conjunction with the United Methodist Women. The same could be said for an expanded Course of Study, which could utilize the housing provided for the one- or two-week COS courses.

There are many Master's level programs at OCU - nonprofit management, music, business, criminal justice - which could be paired with SPST's various Master's degree programs. The OCU campus is in very close proximity to the Oklahoma Conference Office, providing opportunities for students to work in close

relationship with offices like Discipleship, New Church Starts, Clergy Development, Leadership and Missions.

While Church of the Resurrection provides a great opportunity for students to be engaged in their academic studies in the largest church in our denomination, Oklahoma City provides a place in which SPST might reconnect with its rural ministry roots. I know that when I was studying at Saint Paul in Kansas City, I was the student assistant to the Town and Country Ministries professor. I worked 4 to 5 hours per week. The extra money certainly came in handy and I continued to learn valuable lessons through that work. An endowed professorship in Town and Country Ministry and a long history of sending students into these appointments has been a well-known and celebrated part of our history. It could be an important focus for ministry in a rural state like Oklahoma if we chose to develop a new program with this concentration. Nearly 80% of the churches in the Oklahoma conference worship with less than 100 persons in attendance on Sunday morning. Conversations with fellow conference staff in the six-state region Saint Paul serves indicates the same is true throughout much of the upper Midwest.

Finally, there is the historic commitment of Saint Paul School of Theology to social justice and activism. The presence of the State Capitol in Oklahoma City - only about an 8-minute drive down Twenty-Third Street - affords endless possibilities for engagement in social justice issues at a State level.

What does the next 10-year period hold for Saint Paul School of Theology in Oklahoma City? None of us knows for sure, but with strategic planning and execution, there is a bright future for the OKC campus of SPST. To see that excitement in action, come and celebrate with us at the Spring Board Meeting May 1-2 and the banquet on Wednesday, May 1 at 5:30 p.m. on the OCU Campus. What a way to show support for Saint Paul School of Theology, one seminary - two campuses.

Course of Study at Saint Paul School of Theology

Israel Kamudzandu, Ph.D.

Associate Professor of New Testament Studies

Director, Course of Study

When individuals answer God's call because of personal circumstances, they can begin a new faith and theological education journey through the Course of Study. The Course of Study of the United Methodist Church provides theological education for the formation of faithful and effective clergy leadership whose responsibility is to fulfill the Church's mission. The General Board of Higher Education through the Division of Ordained Ministry supports the Course of Study and advanced Course of Study. Saint Paul School of Theology is one of the 13 UM seminaries tasked to host and support COS. GBHEM designs the curriculum and chooses textbook resources to be used to cover a total of 20 courses required to graduate from the COS.

Relationship to General Board of Higher Education and Ministry

Although in the last century seminary education became the norm for full-time ordained clergy, Course of Study continued as the approved alternative track for providing trained clergy leadership in situations in which there were economic or academic limitations. To support these efforts, the Division of Ordained Ministry awards grants from the Ministerial Education Fund to each seminary offering Course of Study. The amount of support is based on a 3-year rolling average of enrollment and classes offered in that institution's COS. These funds can only be used for Course of Study administration and are separate from the MEF grants made directly from GBHEM to the seminary for its operation.

Basic and Advanced Course of Study

Regional COS schools are established and approved by the Division of Ordained Ministry at locations that are central to student populations and within the context of the United Methodist theological school faculty, and library resources. Saint Paul School of Theology is a Regional Course of Study School. Full-time local pastors must attend an approved Regional School. Part-time local pastors (of which there is a growing number), may attend a Regional School or an Extension/weekend

school to complete *COS* courses. As a Regional School, SPST also offers Extension Schools or Satellite locations in particular locales for part-time pastors, who do not have time or finances to attend Regional Schools.

Each Regional School must offer all 20 courses of the *GBHEM* Five-Year Course of Study. The curriculum includes four strands of several courses each including: Bible, Theology, Congregational Life and Pastoral Identity. Currently, the Saint Paul Regional *COS* program has 5 *COS* satellites and a vibrant large summer program offering all 20 courses at the Seminary location. For *COS* to be accessible and financially sustainable, satellite locations include Oklahoma City University in Oklahoma where we offer one *COS* course each spring and fall semester, Columbia, MO (9 courses, for both local licensed pastors and Certified Lay Ministers), Platte Woods in Kansas City, Springfield, MO and Hays, KS. Saint Paul seminary location courses, which serve both full- and part-time local pastors in the winter and summer rely on the generosity of the Church of the Resurrection's space, when enrollment is beyond capacity for the Seminary classroom facilities. Plans and conversations are under way to increase *COS* courses at OCU from one course each semester to 4 courses. Currently we are waiting to hear from the Oklahoma Mission Indian Conference as to the number of local licensed pastors they have to sustain and support the *COS* satellite.

The Saint Paul *COS* Program continues to experience a rapid growth with just under 300 multicultural/diverse local licensed pastors attending in our region. They may take courses in various formats (face-to-face and hybrid) at various satellites. We have a total of 26 instructors teaching in the program, the majority of whom are current Saint Paul faculty or retired faculty.

After completing the basic *COS*, a local pastor may choose to continue progress toward Provisional membership through the Advanced Course of Study (*ACOS*). *ACOS* includes 32 hours of Master's-level education. This happens most frequently when students have a successful *COS* experience in the 20 courses and are stimulated by high-quality, experienced faculty with academic and practical church experience to continue to learn more.

Return on Investments and Relationship to SPST

The Regional COS Program at SPST provides the following values:

- It provides an important way to fulfill and advance the mission of the Church by forming leaders with an ability to reflect critically on the social contexts and congregational dynamics particular to their ministry contexts.
- COS supports essential partner relationships with regional Annual Conferences who have expressly stated their growing dependence on part-time pastoral leadership.
- The COS program is a revenue source for Saint Paul School of Theology; it pays for space for classes, administration, technology, and library usage.
- COS attracts students who may go on to enroll in ACOS or Saint Paul Master's degree programs.

As the number of bi-vocational ministers increases, Saint Paul will continue to provide an ideal theological education platform, and innovative approaches to theological education.

Key Performance Indicators

Key Board Metrics - Financial						
December 2018						
Administrative						
	Actual	Goal	\$ Change	% of Goal	Grade	NOTES
12 Quarter Rolling Average Investment Balance	\$ 31,283,837	\$ 31,102,942	\$ 180,895	100.58%	Green	Ahead of Projections
Endowment Drawdowns	\$ 600,000	\$ 622,059	\$ (22,059)	96.45%	Yellow	Capital Campaign Borrowings
Unrestricted Giving (Seminary Fund)	\$ 308,469	\$ 300,000	\$ 8,469	102.82%	Green	Ahead of Expectations in spite of Capital Campaign Focus
Tuition Revenue	\$ 762,642	\$ 691,558	\$ 71,084	110.28%	Yellow	On Target Budget Wise
Institutional Financial Aid	\$ 265,280	\$ 268,808	\$ (3,528)	98.69%	Green	Great Result
Discount Rate	34.78%	38.87%	0.12%	89.49%	Green	Great Result
Total Expenses	\$ 1,775,559	\$ 1,785,002	\$ (9,443)	99.47%	Green	Great Result
Other Revenue	\$ 367,248	\$ 373,175	\$ (5,927)	98.41%	Green	On Target
Enrollment - This section is considered one metric						
	Actual	Budget	\$ Change	% Change	Grade	
Total New Enrollments (Fall 2017)	26	26	0	100.00%	Green	
Total Enrollment - Fall 2017	117	116	1	100.86%	Green	
Total New Enrollments (Spring 2018)	7	8	(1)	87.50%	Yellow	New Enrollment Struggled
Total Enrollment - Spring 2018	109	104	5	104.81%	Green	On Target for Spring Semester
Total New Enrollments (Fall 2018)	21	26	(5)	80.77%	Red	Missed Target
Total Enrollment - Fall 2018	93	98	(5)	94.90%	Red	
Total New Enrollments (Spring 2019)	7	4	3	175.00%	Green	On Target for Spring Semester
Total Enrollment - Spring 2019	89	85	4	104.71%	Green	On Target for Spring Semester
Total New Enrollments (Fall 2019)		30		0.00%		Strategic Planning Focus
Total Enrollment - Fall 2019		104		0.00%		Strategic Planning Focus

Admission KPIs

1/31/2019

Saint Paul School of Theology							
FINANCIAL & ENROLLMENT INFO	Budget Goals (2018-2019)		Audited Actuals				
	2018-2019	2017-2018	2016-2017	2015-2016	2014-2015		
Total Tuition Revenue	\$ 1,358,115	\$ 762,642	\$ 1,587,100	\$ 1,575,889	\$ 1,884,560	\$ 2,083,941	Green
Discounts	\$ (537,615)	\$ (265,280)	\$ (597,000)	\$ (564,342)	\$ (800,585)	\$ (833,280)	Green
Total Expenses - Admissions	\$ 122,500	\$ 98,000	\$ 100,926	\$ 223,332	\$ 287,334	\$ 269,188	Green
Cost to recruit a new Student (Admissions)	\$ 4,083	\$ 3,500	\$ 3,154	\$ 5,447	\$ 6,385	\$ 4,807	Green
Total Enrollments (Fall)	98	93	117	126	168	223	Red
New Enrollments (Fall)	26	21	26	26	31	35	Red
New Enrollments (Spring)	4	7	6	15	14	21	Green
Total Credit Hours Taken (Fall)	811.0	776.0	947.5	913.0	1,173	1,207	Red
Total Credit Hours Taken (Spring)	697.5	747.5	906.5	902.5	1,077	1,203	Green
Charge per credit hour	\$ 637	\$ 637	\$ 618	\$ 600	\$ 570	\$ 570	Green
Key Metrics	Budget Goals (2018-2019)	2018-2019 Actual	2017-2018	2016-2017	2015-2016	2014-2015	
Percentage of Enrollment - KC	79.59%	79.57%	76.92%	76.69%	75.31%	75.86%	Green
Percentage of Enrollments - OKC	20.41%	20.43%	23.08%	23.31%	24.69%	24.14%	Green
Percentage of Revenue from Greater KC	82.00%	82.16%	78.55%	77.21%	76.90%	77.02%	Green
Percentage of Revenue from OKC Campus	18.00%	17.84%	21.45%	22.79%	23.10%	22.98%	Green
Discount Rate	39.59%	34.78%	37.62%	35.81%	42.48%	39.99%	Green
Number of MDIV Students	72	67	81	86	117	126	Yellow
Number of MACM Students	5	7	6	7	7	10	Green
Number of MATS Students	6	5	10	13	14	11	Yellow
Number of DIMIN Students	15	14	19	18	24	53	Yellow
Retention Rate	96.00%	96.88%	96.00%	80.00%	88.00%	76.00%	Green
Student Default Rate	Pending	4.50%	4.50%	0.00%	0.00%	2.20%	Green
Non-degree Seeking Students	0	1	1	1	6	23	Yellow
Funnel Report	2018-2019	2018-2019 Actual	2017-2018	2016-2017	2015-2016	2014-2015	
Leads (New Enrollments) - For Fall 2019 Enrollments	150	48	123				Green
Applicants (New Enrollments) - Fall 2019	40	7	32	Data N/A			Green
Admitted - Fall 2019	30	0	26	to be populated			Green
Fee Paid Confirmed (New Enrollments) - Fall 2019	30	1	21	going forward			Green
Enrolled (New Enrollments) - FALL	30	0	21				Green
Enrolled (New Enrollments) - SPRING	6	0	7				Green