

Saint Paul School of Theology
October 2020 Board Meeting Minutes
October 1 – 2, 2020
ZOOM

Thursday, October 1, 2020

Board Meeting

Board members present:

Jennifer Ahrens-Sims, Dana Aldridge, President Neil Blair, Arden Borgen, Andy Bryan, Mark Faulkner, Bishop Fritz Mutti, Lee Myane, Dustin Petz, Linda Shipman, Bishop James Tindall, Chair Tex Sample, David Wiggs

Guests:

Jim Brandt, Jack Gregory, Shannon Hancock, Dr. Jennifer Harvey (Presenter), Jeanne Hoeft, Nancy Howell, Kris Kvam, Linda Louderback, Matt Mills, Laura Murphy, Margaretta Narcisse, Melissa Pearce, Elaine Robinson, Casey Sigmon, Jay Simmons, Sharon Tate, Anne Walker, Leanna Walkowiak

Call to Order:

Meeting officially called into session at 1pm by Chair Tex Sample with opening prayer by Bishop James Tindall. Introductions were provided by those in attendance. Chair Sample introduced Rev. Dr. Jennifer Harvey.

The Rev. Dr. Jennifer Harvey is professor of religion at Drake University where she also serves as Faculty Director for the Crew Scholars Program. She has a Ph.D. in Christian Ethics from Union Theological Seminary in the City of New York. Her work focuses primarily on racial justice and white anti-racism. Her books include the New York Times Bestseller Raising White Kids: Bringing Up Children in Racially Unjust America and Dear White Christians: For Those Still Longing for Racial Reconciliation. Dr. Harvey has written for the New York Times, CNN and countless other publications and is a widely sought public speaker. She has appeared on nationally syndicated television programs, including Good Morning America to CNN's Town Hall with Sesame Street and is a frequent guest on radio, including having been interviewed on National Public Radio's "All Things Considered" with Michel Martin and "It's Been a Minute" with Sam Sanders. Dr. Harvey is also ordained in the American Baptist Churches (USA). Contact information: jennifer.harvey@drake.edu

Racial Repair in Our Work for Racial Justice: A Gospel Call to the Church: Jennifer Harvey, PhD

Explored the urgency and implications of prioritizing racial repair and redress in our understanding of the work of racial justice. As the church, and the theological institutions charged with the formation of its clergy and ministers, seeks to deepen and strengthen its commitment to racial justice – and especially in light of our current national reckoning with racism – paradigms that have longed framed the ways predominantly white congregations and denominations talk about race challenge the efficacy of our work. Reconciliation, inclusion, even “beloved community” must be put into a deep conversation with paradigms of repair and reparations if we are to meaningfully transform not only our relationships to racism and white supremacy, but also to one another. Presentation of historical and theological precedents for a reparation’s paradigm and exploration of how a reparative approach to racial harm at Dr. Harvey’s own predominantly white institution has radically transformed the institutional experiences of students of color.

Goals for the afternoon:

- Spend time thinking about what it means to shift thinking about race and racial justice from a reconciliation paradigm that is very dominant in mainline protestants spaces to a reparations paradigm.
- Share program Dr. Harvey directs at Drake University that is designed as a repair-based model for intervening in racial harm that is happening at their institution, intervening on behalf of students of color. <https://www.drake.edu/academics/undergraduate/crew>

First Breakout Session Dialogue Questions:

- In what ways does the call for a reparations paradigm (to replace a reconciliation paradigm) create in you a sense resistance and/or hope in you?
- Where have you been part of experiences or work in which a reconciliation paradigm has been effective? Why was it effective?
- Where you have been part of experiences or work in which a reconciliation paradigm has failed? Might a reparations paradigm have enabled success where reconciliation did not?

Discussion followed breakout session.

Crew Scholars Program: *Academic excellence and leadership development program for students of color at Drake University*

Presentation slides:

Repair-based model to address racial harm (Drake University)

- Higher education: deficit model is pervasive
- Diversity and inclusive excellence approaches inadequate
- Deficit is in the institution: racially hostile environments causing harm
- Redress and repair at the various points of harm

Basic components of the model of repair-intervention

- Cohort and community, deeply resourced
- Sense of belonging: Crew Days, faculty/staff assignment, mentor program (with training on the impact of PWIs on students of color)
- Individual tuition guarantee
- Housing experience, proactive access to opportunities, connections to faculty, staff, administration, “disruption of disparities mindset” in institutional life, running interference
- Climate impact: search committees go differently, institutional capacity-building, transformed ethos in the campus community, faculty interventions, deep sense of belonging

Outcomes

- Graduation rate of 91% (retention as well)
- GPA disparities gone
- Overall student of color enrollment almost double
- Collective power for ongoing transformation

Second Breakout Session Dialogue Questions:

- In what ways is repair and reparation an appropriate model for thinking about the work of racial justice at Saint Paul School of Theology? What parts of institutional life are marked by racial harm, especially as people of color who are part of the community have identified these?

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- Some of the possibilities for considering interventions in and transformations of the internal institution ethos? The public-facing mission-oriented call of the School of Theology as engage the work of the Gospel in the world?
- What personal and professional articulations about the needs and/or commitments to redress the existing needs do you, as a member of this community and/or in your formal role need to consider? Who do you need to partner and connect with to start moving in this way?

Discussion followed breakout session.

Closing Prayer by President Neil Blair

Adjournment at 4:59pm

Friday, October 2, 2020

Board Members Present:

Jennifer Ahrens-Sims, Dana Aldridge, President Neil Blair, Arden Borgen, Andy Bryan, Mark Faulkner, Amy Hogan, Lee Myane, Bishop Fritz Mutti, Dustin Petz, Chair Tex Sample, Bishop Anne Sherer-Simpson, Linda Shipman, Bishop James Tindall, David Wiggs

Guests:

Jim Brandt, Jack Gregory, Jeanne Hoeft, Richard Liantonio, Linda Louderback, Matt Mills, Margaretta Narcisse, Jay Simmons, Anne Walker, Leanna Walkowiak

CALL TO ORDER:

Meeting officially called into session at 8am by Chair Sample with opening prayer by Bishop Fritz Mutti

Approval of March 2020 and July 2020 BOT meeting minutes:

Motion to approve the March 2020 minutes as written by Dustin Petz, seconded by Dana Aldridge.
Motion carried.

Motion to approve the July 2020 minutes as written by Mark Faulkner, seconded by Dana Aldridge.
Motion carried.

President's Report: President Neil Blair (report located in Moodle)

All goals for fiscal year 2019-2020 have been achieved. The work and goals set for 2020-2021 include:

- To educate and enact practices to improve Saint Paul's social and racial care for persons of color and eliminate institutional racism
- Annual fund goal increases to \$525,000
- Established the Trust and Collaboration Task Force and their work has begun
- Improve our collaboration efforts with churches and schools of higher learning; have begun this work with meetings taking place with Church of the Resurrection
- Continue the work started by, now President Angela Sims and the Institutional Advancement team and continuing with Dr. Jay Simmons and the present Institutional Advancement concerning new funding for persons of color both for annual and endowed scholarships. My thanks to Dr. Simmons and the team for a great start in all of their responsibilities
- Set a new responsible budget with the CFO and President's Executive Leadership Team to include a new faculty hire for Ethics/Church and Society
- Will travel not only for the purpose in support of development and recruitment efforts but to support and listen for what we might do at Saint Paul for our students, graduates, and others who are suffering from the effects of COVID and a toxic political climate. Thank you to Margaretta

Narcisse and Anne Walker, as well as others for the work on the emergency student fund that helped students during this time of COVID. Will also add to travel schedule the Oklahoma Advisory Committee meetings.

- Since 2016 SPST has moved through the stages of survival and stability to a place of growth. What growth looks like will always include the attention to our students and recruiting new students for the ministry and work of Jesus Christ and of course our watchful eye on our resources to match and support mission.

In addition, growth to include looking at new academic pedagogical opportunities to continue to be a relevant seminary in a world that changes continually. Efforts to make changes and additions to Board/faculty/staff to represent a seminary that is vigilant to always be a God in Christ community of learning and love. The Board must be very proud of what has been accomplished these past months and years in helping lead Saint Paul School of Theology. Extraordinary faculty and staff that make a difference each day in support of our students in a manner that is almost always pleasing to all who know them.

Chair Sample shared that President Blair will be submitting these goals to the Governance Committee and will be working with him on these, which will go into the four-year assessment that is underway.

Reports from members of Executive Leadership Team:

Anne Walker: This summer and fall have been preparing the Oklahoma campus for new reality in coordination with Oklahoma City University (OCU). Have been working with Matt Mills to ensure that COVID 19 protocols are clear and consistent and in keeping with OCU's protocols. The Oklahoma campus has stayed safe and healthy, and the community has delighted in the opportunity to be together as a learning community again. Have celebrated Saint Paul's size and ability to offer flexible learning formats for students. Recently had Vision Oklahoma Steering Committee meeting (committee comprised of alumni and community partners around Oklahoma) to help develop the Oklahoma campus. Shared at the meeting most significantly was how terribly under pressure our pastoral leadership in the field is feeling during the pandemic related to their survival of their people, people in their communities, congregations, and their own survival health and pressure felt to lead in ways that are soul-nurturing, material nurturing and also sustain their communities. Conversation about how Saint Paul can be in partnership with them as a network of support. Introduced Dr. Simmons at this meeting and primary intentions is to help him connect with folks in Oklahoma who can help build support for the work of Saint Paul. Anne is also working with Academics learning the ropes and providing support for develop of academic programs.

Jay Simmons: Looking forward to visiting Oklahoma City and meeting some of the Friends of Saint Paul in that area. Preparing for an additional trip to Arkansas next month. Cultivating and stewarding relationships that are already in place but also trying to identify alums and others who might have interest in becoming closer to Saint Paul. Raisers Edge, primary administrative software for fundraising, contract expires in May 2021. Looking at packages that we think will be cheaper and more effective to help with donor management and CRM-related issues so we can do a better job of communicating on a regular basis with our donors and make contributions easier through available tools. Thank you to Melissa Pearce, who is concluding her formal duties with Saint Paul today, but who has offered to stay involved informally as an active alum. Special word of thanks for all that she has done and her efforts to work closing with Tiana Gatewood and Shannon Hancock as we work towards the development of a comprehensive communication plan for Saint Paul. We hope to have the plan out to the broader community in the next couple of weeks.

Margaretta Narcisse shared information regarding the pulse of the students obtained through a survey of currently enrolled students. Students reported doing pretty well and they really appreciate the learning options they have been given. Saint Paul is listening and seeing how to support its current students.

Chair Sample spoke of the good work of the administrative team and staff to make sure the school was safe and sanitized as possible, as well as the school preparedness to utilize an online learning format. Congratulations and gratitude for fine, fine work.

Academic Committee – Lee Myane, Chair; Jeanne Hoeft VPAAD

Meeting Documents 6.1, 6.2

This past summer the Committee received both the Academic Report and DMin Program Report from Dean Hoeft. The reports were very thorough and are located on Moodle. The Committee has had discussion around the ethos around faculty makeup and thoughts for the future. Meeting later this month after receipt of new enrollment information and data.

Dean Jeanne Hoeft – Thank you to Lee for his good leadership of the Committee and to those who serve on the Committee. Thank you to all staff and faculty for how well they adjusted and adapted quickly to daily changing events. Students wonderfully cooperative, communicative, and adaptive.

The spring schedule will be released shortly and will follow the same pattern as the fall schedule with a highly flexible delivery system of courses.

Anne Walker is now Associate Dean of Academic Programs. Jeanne shared how grateful she is for Anne's work with new responsibilities. She is doing phenomenal work, which will strengthen the ability and effectiveness in Academic Affairs.

An open search for a faculty position in ethics, and or church and society as a non-tenured, full-time regular assistant professor. Nancy Howell will chair the Search Committee and applications have already been received.

Faculty spending time on Intercultural Development Inventory (IDI) and to follow-up with a plan, which the Strategic Planning Committee affirmed. All the faculty and administrative staff have taken the IDI, which is part of an effort to address diversity and racial justice. Workshop was held on how to understand the group findings and will meet individually with the group that is helping to process these findings to look at our own development towards intercultural competence. Faculty designated Casey Sigmon and Elaine Robinson to submit to the faculty proposals for doing our own work regarding anti-racism and racial justice work. Margaretta Narcisse is also involved in the Wabash Grant. They are applying for and hope to participate in a Wabash Grant related to this issue. Jennifer Harvey and Melanie Harris are leaders of the Wabash Group. Hopeful to get accepted, then we will also receive a grant for an embedded institutional project to address racial justice.

Will be focusing on revisions to MA in Theological Studies, an academic masters for people who want to do more study or PhD work.

Association for Theological Schools (ATS) Self-study process and comprehensive evaluation to take place one year from now (document posted in Moodle). This year will engage in self-study and because of the remarkable amount of self-reflection, written reports, and evaluations and assessment that has taken place in the past few years, the team has gotten very good at this type of process and have confidence that it will go well. Will need to form committees and address the ten standards from ATS. Very similar to HLC and we are accredited by them. Their comprehensive evaluations are done every ten years. Anne Walker and Jeanne will direct the process, with Jeanne as the liaison to ATS. The Executive Leadership Team will serve as the steering committee and will manage the process, do much of the writing, with Leanna Walkowiak to serve as copy editor. Tiana Gatewood will coordinate the site visit. Trustees, faculty, staff, and students will

be part of the Self-Study Committees. Committee members will be interviewed during site visit. Board will need to be highly informed. Schedule of Committee meetings are posted in Moodle. Report to be submitted July 27, 2021. Board to meet in August in preparation for visit. ATS visits in September.

Additional note: last of HLC monitoring reports were submitted September 18, 2020. Last of requested follow-up reports and we have not yet heard back from them.

Lee shared his encouragement of Trustees who have been asked to serve on committee to do as it is a good learning process regarding Saint Paul.

Enormous amount of work has already been done and Chair Sample shared his appreciation to the Academic Committee, the faculty, and administration for all their work. Bishop Mutti shared his appreciation as well.

Governance Committee – Mark Faulkner, Chair

Meeting Documents 7.1, 7.2

President Blair has been at Saint Paul four years and in accordance with the Policy Manual we need to do a Four-year Review. A report from President Blair was requested and received. The Committee then developed a survey to be utilized through SurveyMonkey. The anonymous results of the survey have been received and the committee is reviewing. Additionally, the Committee will receive a report from the Faculty. The Committee will then submit a written report to the full Board.

The Committee is still seeking additional good board members. Two were considered but were unable to serve at this time. Sharon Cleaver has some interest, and the Committee is in the process of vetting her with expectations to submit to the full board for a vote via e-mail. Rogers Strickland was also vetted, but due to health concerns was unable to serve at this time. The Committee expects to hear back from Rogers in November.

Appreciation for all the help received throughout the Four-year Review process, especially to Lee Myane who has been exceptionally helpful, along with the entire Committee.

Conflict of Interests need to be submitted from each Trustee for this year.

Chair Sample shared his appreciation to Mark and the Committee for their work with the Four-year Review, which required a tremendous amount of additional work. It has been quite some time since a review of this type has been done, due to shorter tenure of recent presidents. Mark shared in reviewing the last four years, where we started and where are today, Neil and his Executive Team have done some amazing things that have brought us to the point where we do not have to worry about survival but can look at where we can go in the future. Appreciate Neil, the administration, faculty, and staff throughout all the changes that has brought us to where we are today.

Resource Committee – Linda Shipman, Chair; Matt Mills, CFO/COO

Meeting Document 8.1

Matt Mills reiterated how nice it is to have moved from surviving, to being stable, then to thriving and growth. Saint Paul is very stable and has the opportunity to thrive. Financial foundation: balanced budget, 4% drawdown on endowment, large endowment that is ten times the annual expenses, no debt, and diversity of revenue. Revenue is from four different areas with each area approximately 25%, which can

change from year-to-year. Each revenue stream allows us to not be too reliant on one particular area; where one is weak one year another area that is strong can compensate for that weakness.

Finalizing the audit and hope to have completed by early next week. Last year completed a draw of 4%, which is less than what the Board approved. 2020 Fall enrollment credit hour growth was at 12.75%, which is a remarkable statistic to be obtained during COVID. Strength of 2019's class offsets the weakness of 2020's class. Higher enrollment in MDiv and DMin students and MDiv students take more credit hours than DMin students. Matt worked with Tiana Gatewood and Shannon Hancock and their ability to adjust on the fly during this time was remarkable. Many thanks to both for their work. Shannon shared with Matt that she is hopeful for Spring 2021 enrollment because some students were considering starting in the fall, but due to COVID delayed their start. They could delay again, but the "pipeline" is healthy, and Matt is hopeful we will continue to see positive results. Very appreciative of Shannon's leadership skills.

In all line items, both revenue and expenses, we surpassed budget. Under budget overall and surpassed revenue in every single line item, which speaks to Neil's leadership and our operational and financial management.

Question was asked of historical diversity of revenue. Response: Tuition was at a much higher percentage in years past. Research shows that accrediting agencies really like to see diversity of revenue. We received high marks from HLC in this area. However, endowment has declined, but now in a place where it is stable and have and will continue to see growth.

MEF Fund used to be approximately \$1,000,0000, but last year we received approximately \$700,000. Excited that we have only budgeted less than \$500,000 for next year. Have taken a 50% decline in a small organization and still in a position of thriving and growth. Regarding the PPP, all numbers that were shared do not include any government grant money. In the Fall of 2020 less than 25% of students borrowed from federal money.

Neil shared his appreciation of Matt's work as CFO/COO/HR Director. His writing skills have been an incredible additional gift and Matt brings a lot of skill sets.

Had an incident on the Kansas Campus this week. Matt, Anne Walker, and David Firman worked tirelessly to put together safety protocol during the pandemic. There was an incident on the Kansas campus this week with a student who tested positive for COVID 19 and was asymptomatic. The Seminary was notified early Tuesday morning, took immediate action to shut campus down. Wednesday David and Matt followed sanitization protocol of the campus and so far, the three or four people who came into direct contact with have not tested positive thus far.

Linda thanked Matt for the excellent report. We exceeded our budget in all areas during this crazy time, which is very amazing. Next meeting on November 12th will be talking about first quarter results, with a presentation from the auditors at the November 18th meeting. All are invited to attend.

Chair Sample shared that there is a Board calendar of meeting dates on Moodle. Additional thoughts: even with the HLC review, which put the school on probation, there was not a question of academic quality of school faculty. Students were getting a very good theological education from faculty and it continues today. Four years ago, there was real trouble, HLC loss of accreditation, which part of it was the functioning of the Board. Gains that have been made, work that has been done, this Board has been doing some really good work. We have a stellar faculty, and best staff that we have ever had at this institution and the administrative team is functioning at a very high level as well. Chair Sample is thrilled about what is going on at Saint Paul.

Was suggested to document all these grand, historical moments and should be shared and celebrated with others. Write about these moments and continue with the history of Saint Paul through documentation. Bishop Mutti offered to take to the College of Bishops meetings and volunteered to work with Matt to receive summary of his report to communicate to the members of the College of Bishops.

Strategic Planning and Evaluation Committee – Amy Hogan, Co-Chair; Dustin Petz, Co-Chair
Meeting Document 9.1

Three documents on Moodle: 1. Committee report, which describes meetings and updates on strategic priorities; 2. Strategic Plan; 3. Strategic Priorities to focus intentionally on and make progress. Last meeting received update on goal #2 and goal #8 where Jeanne and Matt presented metrics for progress. The Committee feels like it has met the intention and goal of priorities, although not done, have achieved substantive progress.

Jeanne Hoeft reported on Goals #2 and #8:

Goal #2: KPIs committee agreed on to be reported: Total enrollment; New Students Fall; Retention Rate; % Non-UM; % White. Analysis is not complete yet, but total enrollment held stable, have not changed much two areas where we wanted to see increased diversity: % Non-UM (want to see increase, but decreased), racial and ethnic diversity has held stable (want to see that increased). Goal #2 will continue to maintain as a priority. Have made some progress over 2018 in some areas, but COVID has affected us.

Goal #8: Much discussion about what are the indicators of effectiveness with Goal #8 in previous meetings. Where are we with collaborations and partnerships? Progress has been made and written in the Fall 2020 Progress Report. Committee recommending that we have made good progress on this priority.

Amy shared that there are not any real quantitative-type behaviors but would be more of a narrative journey. Anne shared that In Oklahoma we continue to work on cultivating a productive relationship with OCU they are in a tenuous situation here economically and in relation to their educational delivery and student population. Same is true for the Oklahoma Annual Conference and the Oklahoma Indian Mission Conference. We remain in dialogue with them for future connections with new partnerships and new ways to work together in light of our changing times.

Dustin's reflection: regarding Dr. Harvey's presentation with the distinction of reconciliation and repair-type model, would there be a need to modify Goal #2 at some point?

Question asked about GBHEM and Course of Study relationship. Have relationship with GBHEM and Course of Study is a GBHEM program. We do have some input, but it is not our program. Some parts can be changed, and some cannot be changed. If we had free tuition for students would we gain students from the Course of Study program who would like to be ordained?

Comment from Jim Brandt regarding Goal #8 and the relationship with the Church of the Resurrection. The move from our Kansas City campus to Leawood six years ago really hurt Saint Paul in terms of relationships, particularly with the African American community and potential African American students and probably suffering some of the effects. Church of the Resurrection adopted a really strong anti-racism statement this summer including an affirmation of Black Lives Matter. At their leadership institute last week, one of the keynote speakers was spectacular with dealing with racial issues. May be there is some opening to connect with Resurrection around some anti-racism work.

Dustin shared recommendation for setting priorities that will govern us for the coming few years. Seeking to retain Goal #2 as a strategic priority, and the committee recommending the addition of two other goals: Goal #3 and Goal #5.

Motion from the Strategic Planning and Evaluation Committee to retain Goal #2 as a Strategic Priority, and to prioritize Goals #3 and #5.

Discussion on wording of goals.

Motion passed with the understanding that the Committee, as charged previously by the Board, to work on the wording of the goals.

Question: Do we have any Native American students? Response: just graduated a Native American student from the Oklahoma campus who is a pastor in the Oklahoma Indian Missionary Conference. Currently have a student also in Oklahoma that is an enrolled member of the Wichita Tribe. Have not seen demographic report of entire student body yet, but over the summer, Anne and Jeanne worked with working group of five people, including Linda Shipman, to work on potential for future programming with Native American communities at Saint Paul. Preparing to bring proposal to the Strategic Planning and Evaluation Committee that will likely including proposal for establishment of some new classes and resourcing a continued relationship with the Oklahoma Indian Missionary Conference. Hope to have ready for the next Committee meeting.

Chair Sample appreciates the continuing work of the Committee.

Trust and Collaboration Task Force

Amy Hogan on behalf of the Task Force: Since charged, have met about every three to four weeks and had heartfelt conversations, lots of attention to listening details, and coming with the thought process that need to look at things from a very authentic point of view when we look at voices contributing to the work that we are doing. Looking to hire a consultant and reviewing details from recommended consultants. Hope to start action work fairly immediately in terms of services. Seeking collaborative-type voicing and a process engrained in authentic actions of voice behaviors and how our workings are happening between staff, faculty, and Trustees.

Chair Sample attends these meetings and is really pleased by the kind of seriousness and commitment to address these kinds of issues is there and so important.

Executive Committee – Tex Sample

Meeting Document 11.1

Committee meeting regularly, including three times since the last Board meeting. Last meeting was devoted mainly to hearing from each of the committees and the Task Force. Four-year assessment with the Governance Committee and the Trust and Collaboration Task Force work is so important. Privilege working with the four committees and what they bring to the Board.

David Wiggs added though so pleased and proud of the work being done around racial justice in terms of reparations and repairing harm but would also like to remember that we are in a denomination that has taken a discriminatory stance in terms of LGBTQ people, which has not been resolved. Would hope that as a seminary we could see our way to make an equally strong stand to repair the harm that has been done in our denomination, through our seminary, and in our churches around those issues. Not to dilute the work around racial justice, but believe we have the same type of systemic issues around gender identity and

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sexual orientation. Prime time to work on these different issues to be sure we are as clear to do work in the arena of resisting to do harm and repairing of harm.

Closed session was not needed by the Board and confirmed through the private chat in Zoom.

Closing Prayer by Bishop Anne Sherer-Simpson

Adjournment at 10:18am by Chair Sample

Respectfully submitted,

Leanna Walkowiak
Director of Operations/Equity Compliance Officer & Title IX Coordinator