

**OPPORTUNITY PROFILE**

**PRESIDENT**



**STARR KING**  
SCHOOL FOR THE MINISTRY

**ASSISTED BY:**

**Hyatt • Fennell**  
*Executive Search*

**NOVEMBER 2013**

## **STARR KING'S MISSION**

The mission of Starr King School for the Ministry is to educate people for Unitarian Universalist ministry and for progressive religious leadership in society.

Starr King School's distinctive educational approach is rooted in the Unitarian Universalist values of countering oppressions, cultivating multi-religious life and learning, and creating just and sustainable communities.

Starr King School aims to educate the whole person in the service of love, compassion, and justice, through:

- Teaching by who we are and what we do
- Student-centered participatory learning
- Excellence and depth in religious studies
- Formation in the arts of religious leadership
- Service with congregations and communities
- Active membership in the Graduate Theological Union
- Deepening self-awareness and cultivating spiritual practice
- Striving to live in right relationship with self, others, and the earth

## **STARR KING'S VISION**

We are dedicated to advancing Starr King as a gem of educational imagination and excellence, with a resource base sufficient for the importance of the School's mission.

We know that we embody Unitarian Universalist values in the way we do education, as well as in the content of our curriculum, and this will deepen as a hallmark of our educational excellence.

We know that the distinctive educational values of Starr King School make it a key resource for Unitarian Universalism's future, for the vitality of our ministers, for the life of our congregations, the education of our laity, and for the contributions we can make to the common good. We envision our future graduates leading thriving congregations whose ministries touch the heart, enliven the mind, and advance justice, equity and compassion in society.

We are engaged in theological education that fosters multi-religious understanding, counters oppressions and creates just and sustainable communities. We envision our efforts expanding to offer resources to congregations and other educational institutions.

We affirm that it is time to further widen our outreach to include the preparation of progressive religious leaders for society from multiple faith traditions and cultural locations. We envision our future graduates embodying progressive religious values in vocations of grace and courage that bless the world. We embrace our both/and identity. We are both Unitarian Universalist and committed to progressive religion in its diverse expressions.

## **ABOUT STARR KING**

Starr King School for the Ministry is accredited by the Association of Theological Schools (ATS). Starr King offers the following degree and certificate programs:

- Master Divinity (M.Div.)
- Master of Arts in Social Change (M.A.S.C.)
- Master of Arts (M.A.) in Common with the GTU
- Certificate in Unitarian Universalist Studies
- Certificate in Multi-Religious Studies

Ph.D. students from the GTU can choose to affiliate with Starr King, and members of Starr King's faculty serve on the Core Doctoral Faculty, advising and guiding doctoral students, particularly in the areas of Interdisciplinary Studies, History of Religions, Social Ethics, Islamic Studies, Women and Religion, and Queering Religious Studies.

Starr King School for Ministry is located on the edge of the Pacific Basin in Berkeley, California (USA) ~ a city on the east shore of the San Francisco Bay in Northern California. Oakland International airport is about a 30-minute drive and is the closest airport to Starr King. Transportation to and from the airport is available via Bay Area Rapid Transit (BART) and Alameda-Contra Costa (AC) Transit. San Francisco International Airport is about 50 minutes away and can be reached via BART.

Starr King has been a member of the Graduate Theological Union (GTU), an ecumenical and interfaith consortium of theological schools and affiliated centers, since 1964. Starr King's campus is situated on "holy hill" among these schools and centers and the students enjoy free and open cross-registration with all GTU member institutions. Through GTU schools and centers, as well as through Starr King's own religiously diverse student body and faculty, theological education at Starr King engages students and faculty with diverse communities within Judaism, Islam, Buddhism, Roman Catholicism, Eastern Orthodoxy and Protestantism. Starr King is two blocks north of the University of California, Berkeley. In addition to free cross-registration for UC Berkeley courses, Starr King students use the university's research and performing arts centers, its nearly 100 library collections and approximately 80 museum collections.

Starr King also enjoys a close and mutually supportive relationship with the Unitarian Universalist Association (UUA). The school's graduates serve Unitarian Universalism as parish ministers, religious educators, community ministers, district executives and denominational leaders. UUA staff often teach at Starr King, sharing their broad knowledge of the movement and its member congregations. Unitarian Universalist ministers contribute their expertise to the school as adjunct faculty and intern supervisors.

SKSM graduates serve throughout Unitarian Universalism and are known to be change leaders wherever they go. The President of the UUA is a graduate, as well as the COO and numerous other senior level department heads. Graduates, Faculty and/or students serve on the UUA board of trustees, as well as various UUA committees that focus on such topics as promoting healthy congregations, revitalizing religious education, responsible investing, supporting UU Ph.D. students and emerging scholars, and developing anti-racism programs. As internationally recognized theologians, scholars, and educators, Starr King's faculty supports the UUA's mission.

Starr King School stands out as the school that produces ministers of the highest quality, according to a 2008 study by Harvard Divinity School commissioned by the UUA Panel on Theological Education. In the study, long-time UU officials were asked for a list of the ministers within the movement whom they would characterize as excellent. Of the nine who were named most often -- and later interviewed -- seven were graduates of Starr King. The study's lead researcher, Professor Dudley C. Rose, found that excellent ministers tended to be those with multifaceted qualities, including openness to criticism and making mistakes, willingness to admit what they did not know and comfort in one's own skin. The report states:

*Six of the seven ministers who attended Starr King mentioned and valued personal development aspects of their seminary experience. "A time of discernment," said one. "Met him where he was," said another. "Starr King allowed him to imagine what was important for him to do and then to figure out how to get credit for it," said yet another. And another said, "The seminary accepted and celebrated what she brought, the school was a co-learner with her, and it helped her get out of her own way." One noted a culture of, "Thou mayest ...." One described the greatest benefit of his seminary experience as the feedback he received. Another went so far as to say Starr King saved her life.* [http://www.uua.org/documents/hds/0803\\_pte\\_grant\\_report.pdf](http://www.uua.org/documents/hds/0803_pte_grant_report.pdf)

Furthermore, the study showed that graduates of Starr King lead more UU congregations than graduates of any other seminary, their average tenures tend to be longer, and that Starr King grads serve more of the largest UU congregations than any other seminary as well.

Starr King offers flexible modes of residency for its students. Students may complete up to two-thirds of their studies in low-residency modes, living around the country and around the world, taking online, hybrid, and immersion courses through Starr King and engaging with fieldwork or internships in congregations and community-based organizations. At the same time, the School maintains a vibrant residential community of learning in Berkeley; all degree students must complete 1/3 of their studies in high-residency—through in-residence courses in Berkeley which are offered in intensive modes in August and January and in semester long in-residence courses in the Fall and Spring semester. Some housing is available for Starr King high-residency students through GTU member schools who open their student dormitories and apartments to Starr King students on a space-available basis. Most high-residency SKSM students live within a 20-mile radius of Starr King's Berkeley campus in such cities as Berkeley, Albany, El Cerrito, Oakland, Richmond, Concord, Walnut Creek and San Francisco. Student housing arrangements include shared single-family homes, apartments, co-ops and intentional communities. During the January and August intensive periods, home hospitality is offered my members of local Unitarian Universalist congregations.

### **SKSM EDUCATIONAL PHILOSOPHY**

Starr King's educational philosophy is rooted in Unitarian Universalist values. It educates in ways that:

- trust in an empowering and liberating grace that is larger than ourselves
- call forth the full, authentic presence of people
- welcome silenced knowledge, feeling and experience
- undergird human wholeness, integrity, interdependence and agency

- foster self-awareness and self-respect
- strengthen relational capacities and the ethics of community
- deepen knowledge and wisdom arising from engagement with primary texts and primary experience
- embody an ongoing practice of inquiry, study, action and reflection

The mission, theological vision and educational philosophy of the school provide support in educating to counter oppressions. Starr King strives to embody what it hopes to see in the world - a just, loving humanity and community in which people are free to be themselves fully and without fear. It is a community where no one is exiled, silenced or exploited because of gender, gender expression, race, color, ethnic or national origin, religion, sexual / affectional orientation, age, class, physical character or disability.

## **STARR KING HISTORY**

Starr King School for the Ministry opened its doors in 1904 as the Pacific Unitarian School for the Ministry and was incorporated in 1906 as "an institution for educating students for the Christian ministry, and especially for that of the Unitarian churches."

The founders had identified the need for a liberal theological school in the West, one suited to the "training of ministers for their work in the very field in which they are to serve." They wanted ministers who focused on the practical realities of church life and had a vision for serving the common good.

The Pacific Unitarian School for the Ministry held its first classes at the First Unitarian Church of Oakland and moved to Berkeley two years later to be near seminaries and the University of California, where students were free to take classes. From the beginning, the school welcomed students from other parts of the world and other denominations, as well as women.

The first president, Earl Morse Wilbur, led the Pacific Unitarian School of Religion for nearly 30 years, establishing a library of rare books and educational principles that continue to guide Starr King more than a century later. He wrote, *"In all our teaching we strive to keep in view the practical end; and while we aim always to cultivate thorough scholarship, yet we mean to ask at every point, What has all this to do with the actual work of the ministry?"*

William S. Morgan succeeded Wilbur in 1931. Ten years later the school changed its name to Starr King School for the Ministry in honor of Thomas Starr King, a Unitarian and Universalist minister who served the San Francisco Unitarian Society during the Civil War. In 1942, the school moved to its present location on Le Conte Avenue in Berkeley.

A series of short-term presidents led the school until 1949, when Josiah Bartlett, a young minister from Seattle, was appointed president and dean of the school. Imaginative and progressive, Bartlett focused the school's educational approach on fieldwork and established individually designed study programs. Under Bartlett, students began participating in the governance of the school. A new wing was built with offices as well as a classroom, chapel and library. In 1964, the school joined the new Graduate Theological Union.

Dr. Robert Kimball, the school's next president, launched the school on a period of creative growth. He recruited new faculty, secured accreditation from the Association of Theological Schools, held innovative summer schools, promoted periods of non-residential learning, started the all-school meeting tradition and increased participation in the GTU. He also expanded the student body (from 25 to 50 students) and emphasized the broad mission of the School to include educating people for "religious leadership for society."

It was during this time that women increased their presence at Starr King, transforming what had become an all-male student body and faculty. In 1981, the school established the Aurelia Henry Reinhardt Professorship to ensure a feminist perspective on the faculty and appointed Dr. Clare Benedicks Fischer to fill the position.

In 1983, the Rev. Gordon McKeeman took the school's helm, signing on for a five-year commitment. Professor Til Evans then served as acting president until the Rev. Dr. Rebecca Ann Parker, a parish minister from the Pacific Northwest, arrived to lead the school in 1990. Dr. Parker was the first woman called to lead an accredited theological school in North America and will retire as one of the longest serving seminary presidents in North America.

Under Parker's presidency, the student enrollment has grown significantly. The school now serves degree students who are full-time or part-time in both high-residency and low-residency, and it opens its courses to special students and certificate students, giving particular attention to serving Unitarian Universalist students in non-UU schools with the courses they need for UU ministerial preparation. The endowment has increased tenfold, from \$700,000 to over seven million dollars. Starr King has also expanded its educational offerings. In addition to the M.Div degree, and the M.A. offered "in common" with the GTU, the School has pioneered the creation of a Master's in Social Change (M.A.S.C.) and developed two certificates (one in Unitarian Universalist Studies and one in Multi-Religious Studies). The school has established a more racially and culturally diverse faculty, staff and student body. It has increased its engagement with Unitarian Universalist congregations; expanded the study of Unitarian Universalist history and theologies; created new programs in scholarship, provided continuing education for ministers and lay theological education; broadened its donor base; renovated its building; and incorporated new educational technologies.

In addition, the school has made an explicit commitment to Unitarian Universalist theological education that is counter oppressive and committed to just and sustainable communities. It has built a vibrant exchange program with Unitarianism in Transylvania; become a leading innovator in multi-religious studies, and developed global immersion study programs such as the "Rumi Immersion" which engages students at the intersections of Judaism, Islam and Christianity. Most recently, the school is implementing the Emergent Educational Design that is global in scope, relational in its educational practice, and adaptive in its modes of teaching and learning.

Over its more than 100-year history, Starr King has held fast to its commitment to religion that is both liberal and liberating. At the school's heart is a passion for transformative education and a belief in the possibilities that lie within human beings. The words of the founding President Earl Morse Wilbur on the foundational educational values of the school still have a resonance 110 years since the founding:

*“First, complete mental freedom in religion, rather than bondage to creed or confessions; second, the unrestricted use of reason in religion rather than reliance upon external authority or past tradition; third, generous tolerance of differing religious views and usages rather than insistence upon uniformity in doctrine, worship or polity.”*

This quote as well as many others aspects of Starr King's history is presented in detail in "With Vision and Courage: This History of Starr King School for the Ministry, the First Hundred Years 1904-2004 " by Arliss Ungar.

## **STARR KING TODAY**

Starr King's **Emergent Educational Design** offers a graduate school experience that is:

### **GLOBAL** in its scope

- Using new educational technologies, students and teachers live and work in settings all around the globe
- A vibrant in-person learning community in Berkeley provides a home base
- Global immersions deepen multi-religious and cross-cultural learning

### **RELATIONAL** in its educational practice

- Intensive periods in August and January build community among all students, faculty and staff
- The personal advisor-student relationship anchors the entire educational process
- Cohort groups connect students for creative interchange across differences and distances, building friendship and mutual support
- Fieldwork and internships integrate relational learning that is attuned to specific cultures, contexts and struggles for justice

### **ADAPTIVE** in its modes of teaching and learning

- Each student achieves competency in the degree threshold requirements through a personalized educational plan, adapted to their vocational goals and the needs of their community
- Multiple modes of teaching and learning engage students in a holistic and liberating education that calls forth their gifts and develops their capacities for courageous and compassionate religious leadership

For additional information about Starr King's academic year please visit:

[http://www.skism.edu/about/emergent\\_educational\\_design.php](http://www.skism.edu/about/emergent_educational_design.php)

## ***The Flow of the Academic Year creates a rhythm...***

*Spiraling out, spiraling in...an organic process of gathering together and scattering to learn  
and serve...*

*connecting with one another, and turning to diverse, specific, particular locations.*

*Reflecting and acting,*

*A rhythm of educational engagement that focuses and dances*

*That centers and expands*

*That honors differences and creates connections...*

*A way of teaching that accompanies and challenges,*

*that nurtures intellect and impels creative action,*

*that forms people for vocations as ministers, scholars,*

*activists, artists, chaplains, teachers*

*grounded in spirit and dedicated to:*

*Creating just and sustainable communities that counter oppressions...*

*Cultivating multi-religious life and learning...*

*Calling forth compassion, wholeness, and liberation.*

### **ABOUT THE STUDENTS**

Starr King's students are diverse in many ways, including geographic location, national origin, race, ethnicity, gender, gender expression, sexual and affectional orientation, economic background, and religious identity. Starr King draws students who are creative, justice-oriented, entrepreneurial, dynamic, intellectually serious, and spiritual. While most students identify as Unitarian Universalist, the student body is multi-religious, with many students who are Muslim, Buddhist, Jewish, Christian, Pagan, and/or some combination of the above.

### **ABOUT THE FACULTY**

Starr King's core and adjunct faculty members represent a broad range of commitments and expertise, with scholars, activists, minister, religious leaders and teachers in the fields of theology; social ethics; pastoral care and counseling; preaching, worship and ritual studies; interpretation of sacred scriptures; liberal religious education and counter-oppressive education; Unitarian Universalist history and ministry; Islamic studies, religion and the arts; administration and fundraising; and more.

Starr King's approach to personalized programs of study requires a distinctive commitment from faculty to provide in-depth mentoring and advising in response to each student's calling, gifts and challenges. The core faculty members also make significant contributions to the wider academic and scholarly study of religion through publications and participation in professional associations; they offer public witness on social justice issues, help advance Unitarian Universalist values, and create positive interchange and understanding among diverse religious communities.



Distinctively, Starr King’s faculty members embody under-represented identities in the academy and engage topics in religious scholarship that break new ground in areas such as “multiple religious belongings,” women’s interpretation of the Quran and Islamic law, moral injury in veterans, to name a few.

**KEY INDICATORS**  
STARR KING SCHOOL FOR THE MINISTRY

Investment in Plant, less depreciation:	\$320,453
Plant Replacement Insured Value:	\$1,778,401
Annual Cost of Operating Physical Plant:	\$87,488 (budgeted FY 2013-2014)
Endowment:	\$7,378,625 (As of June 30, 2013)
Budget 2012 - 2013:	\$2,034,592 Operating Expenses as of June 30, 2013 ended fiscal year 2013 with \$133K surplus
Budget 2013 - 2014:	\$2,287,264 Operating Expenses budgeted FY 13-14
Tuition 2012 – 2013 & Tuition 2013 – 2014:	Same each year: \$60,174 for MDiv degree, all inclusive tuition \$40,116 for MASC degree, all inclusive tuition
Headcount Fall 2013: Headcount Spring 2013: Headcount Fall 2012:	94 Students 106 Students 93 Students
Students receiving Financial Assistance: # / %	65 degree seeking students 59 Students receiving financial assistance 88%
Tuition Discounting Rate (avg):	13.5% (2013)
Number of Faculty (total):	9 Core Faculty 11 Adjunct Faculty
Student/Faculty Ratio:	10:1
Degrees:	Master of Divinity, (MDiv) GTU Common Master of Arts, (MA) Master of Arts in Social Change, (MASC)
Library Volumes:	501,000 – GTU Library 1,300 - Earl Morse Wilbur Rare Book Collection, housed at Starr King, is a library covering the history of liberal religious history from the early 16th century to the Rev. Thomas Starr King’s San Francisco ministry during the Civil War. These works appear in eight languages and are priceless treasures of Unitarian Universalist history.
Employees:	10 Staff members 6 Student employees

## **THE FINANCES**

Like most seminaries, Starr King is weathering a great storm in terms of the changing nature of religion in North America, seminary students' inability to take on more debt, and the repercussions of the Great Recession of 2008. The current school leadership has successfully maintained a prudent endowment draw while cutting expenses over the past five years. Total assets of the school have grown 25% over the past five years, and the fiscal year 2013 operating budget ended with a significant surplus.

The school has a \$7 million endowment, no external debt, and a \$2.0 million annual budget. The school is strongly tuition dependent year to year and is engaged in a strategic plan to grow enrollment to 100 full time equivalent students – from its current base of 60 FTE (based on a total headcount of 65-70 degree students and 30-50 special students/certificate students, providing \$1.2M in gross tuition income). The school is currently in the silent phase of a \$15 million Comprehensive Campaign that has raised \$6.2 million so far. The Campaign has increased annual operating gifts by an average of 7% per year, and secured gifts and pledges for the future. The Unitarian Universalist Association Panel on Theological Education has firmly pledged \$1 million over the coming five years, (\$200,000 per year). Even with all of these successes, financial challenges remain, and will be a priority for the new president.

## **THE FUTURE**

Starr King's next president will build on the successes achieved by the outgoing President, Rev. Dr. Rebecca Ann Parker, who served SKSM for twenty-five years. The school seeks a President who will:

- articulate a creative vision for the future of Starr King, Unitarian Universalist ministry, and progressive religious leadership
- advance the school's commitment to counter-oppressive, multi-religious theological education that embodies UU values and prepares religious leaders who will promote just and sustainable communities
- grow the human and financial resources needed for the School to fulfill its mission and vision with strength
- attract, nurture, and retain inspiring teachers and scholars who embody the vision of the School
- collaborate with administrators and faculty in creating transformational pedagogies, assessing student outcomes, and ensuring on-going accreditation
- enrich learning and teaching for students of diverse identities and geographic locations;
- foster a culture of accountability and excellence
- deepen and expand relationships with Unitarian Universalist congregations and leaders, visionary activists, religious leaders from a diversity of global and indigenous religious traditions, and other stake holders;
- contribute leadership to the life and work of the Graduate Theological Union.

## **THE POSITION**

Reporting to the Board of Trustees, and serving as an ex-officio member of the Board, the President of Starr King is the administrative, educational and pastoral leader of the school and the executive head of the faculty. The President oversees all operations of the school including institutional advancement, budget and finance, and accountability to the culture of the institution. As the presiding spiritual leader, the President sets the tone for the school and cultivates and invites the collaborative, shared work of the whole faculty and staff, a collaboration that depends on each person's gifts and skills, on the creative and effective interaction among all, and on a practice of generosity, gratitude, commitment and joy in the good work of the school

The ideal candidate should have a graduate degree appropriate for the leadership of a theological school; a minimum of seven (7) years of relevant experience that includes increasing responsibility; demonstrated success in a leadership role; an imaginative understanding of theological education and its future; experience in strategic planning; and the skills necessary to manage a complex and dynamic organization. The President shall have exemplary integrity, religious depth, intellectual acumen and curiosity, a proven personal commitment to justice and equity, exceptional oral and written communication skills, and a commitment to the mission, vision, and values of the school.

Starr King School for the Ministry is being assisted by the partners of: **Hyatt-Fennell**. Submit nominations and applications via email to Cheryl Hyatt at **SKSM@Hyatt-Fennell.com**. Application materials include a focused letter of interest, including your philosophy of leadership and vision for theological education, a current résumé/CV, and contact information for five references. **All applications and nominations will be considered highly confidential.**

Starr King School for the Ministry is an Equal Opportunity Employer. Persons from traditionally under-represented populations are especially encouraged to apply.

**Come, come whoever you are  
Wanderer, worshipper, lover of leaving  
Ours is no caravan of despair  
Come, yet again, come...**

Often heard being sung around Starr King  
words adapted from Mevlana Jaladdin Rumi (1207-1273)  
Set to music by Rev. Lynn Ungar, SKSM graduate M.Div 1991

