



**FINAL REPORT TO THE BOARD OF TRUSTEES
OF THE STARR KING SCHOOL FOR THE
MINISTRY AD HOC COMMITTEE**

January 7, 2015

CONFIDENTIAL

FINAL REPORT TO THE BOARD OF TRUSTEES OF THE STARR KING SCHOOL FOR THE MINISTRY AD HOC COMMITTEE

Introduction: Beginning on September 18, 2014 and continuing until now, the ad hoc committee worked to respond to the charge issued to the committee by the Board of Trustees. The Board charged this ad hoc committee to report on information showing how documents intended for internal use by the Presidential Search Committee were made public.

During this time, the ad hoc committee contacted more than twenty-five persons whom the Committee thought may have knowledge or information regarding the Committee's charge. This included current and former students, all members of the Presidential Search Committee, current and former trustees, current and former faculty members and others. The ad hoc committee interviewed or spoke with twenty different persons. For those who did not provide information to the Committee in response to the Committee's initial request, the ad hoc committee followed up with additional requests for information and interviews. The Committee received and reviewed written statements and other information from additional people. The ad hoc committee reviewed hundreds of pages of documents, including public documents and documents received during the committee's fact-finding. The Committee reviewed information regarding the events at issue obtained by the Board of Trustees and school officials prior to the appointment of the ad hoc committee. The Committee has met on more than ten occasions.¹

On November 20, 2014, this ad hoc committee submitted a partial report to the Board of Trustees, reporting to the Board on the part of the charge to the Committee that concerns two students whose academic degrees remain conditioned upon satisfaction of certain conditions set by the Board of Trustees.

What follows is the report to the Board of Trustees, reporting to the Board on the remainder of the charge to the Committee. This report first contains a statement of the mission, history and structure of Starr King School to provide readers a more complete understanding of the School's philosophy and governance. This report next details the 2013-2014 presidential search process and the work conducted by the Presidential Search Committee. Lastly, the report summarizes the fact-finding work of the ad hoc committee and the results thereof.

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

The School aims to educate the whole person in the service of love, compassion and justice through: teaching by who they are and what they 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; and striving to live in right relationship with self, others and the earth.

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The School's educational philosophy is rooted in Unitarian Universalist values. Starr King School emphasizes student-centered, holistic learning that cultivates habits for successful ministry and effective religious leadership.²

History of the School: The School opened its doors in 1904 as the Pacific Unitarian School for the Ministry. It was incorporated under California law in 1906 as "an institution for educating students for the Christian ministry, and especially for that of the Unitarian churches."³

In 1941, 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: 2441 Le Conte Avenue, Berkeley, CA 94709.

The School is a member of the Graduate Theological Union ("GTU"), a consortium of eight theological schools and eleven affiliated centers established in 1962. Starr King School joined the GTU in 1964.

The School 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. Unitarian Universalists teach at the School, 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.

The School is accredited by the Association of Theological Schools Commission on Accrediting. In 2010, it received a ten year renewal of this accreditation.

Programs and Governance: In the 2014-2015 academic year the School has approximately 109 students. These students are enrolled in one of several different programs offered by Starr King. These programs include a Masters of Divinity, a Masters of Arts in Social Change, a Certificate in Unitarian Universalist Studies and a Certificate in Multireligious Studies.⁴

The School has approximately thirty faculty members. Of these, approximately twenty are adjunct faculty.⁵

The School offers flexible modes of residency for its students. Students may complete up to two-thirds of their credits in low-residency modes, living around the country and around the world. During this time, the students take online, hybrid, and immersion courses through Starr King and engage in fieldwork or internships in congregations and community-based organizations.⁶

The School is governed by its Board of Trustees. Under the Bylaws of the School, the Board of Trustees consists of up to twenty members. This includes fifteen Trustees elected by the Board and five ex-officio Trustees, including two trustees who are current students. The Board has

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oversight of the School's finances, academic affairs, election of professors holding full or associate rank, and conferral of degrees to students.⁷ The Board has final authority for appointment of the president of the School. The Bylaws state: "The Chair of the Board may appoint such *ad hoc* committees as s/he/ghe deems necessary."⁸

Administration: In 1990, Rev. Dr. Rebecca Ann Parker was appointed President of the School by the Board of Trustees. During Dr. Parker's presidency, the School grew in terms of student body, program offerings and endowment size. The School increased its engagement with Unitarian Universalist congregations; expanded the study of Unitarian Universalist history; created new educational programs in scholarship; broadened its donor base; renovated its building and incorporated new educational technologies. In addition, the School made an explicit commitment to Unitarian Universalist theological education that is counter oppressive and committed to a just and sustainable community.⁹

Dr. Parker served as President until 2014. Beginning in 2005, Rev. Dr. Gabriella Lettini was appointed to direct the Master of Arts in Religious Leadership for Social Change program at Starr King School. During the final years of Dr. Parker's presidency, Dr. Lettini served as the Dean of Faculty of Starr King School. Dr. Lettini continues to serve in that position currently.¹⁰

The School increased its faculty numbers during Dr. Parker's presidency. This included the appointment of Dr. Susan Ritchie to the School's faculty. Dr. Ritchie was appointed Associate Professor of Unitarian Universalist History and Ministry, effective July 1, 2012. Prior to her appointment as Associate Professor, Dr. Ritchie taught at the School on a visiting basis.¹¹ Dr. Ritchie was a candidate for the presidential position during the 2013-2014 academic year. Dr. Ritchie remained a faculty member of Starr King School until August 15, 2014 when she resigned from the faculty.

2014 Presidential Search Process: The Board of Trustees began a process to select a new president in June 2013. This process concluded with the selection of a new president in April 2014. During this period, there were frequent public updates to the School community about the process. At various stages and in various ways, there existed a variety of opportunities for members of the community to acquire information and participate in the process. As documented in this report, the Board of Trustees and the School's Presidential Search Committee issued regular public updates on the search at each step of the process.

In June 2013, the Chair of the Board of Trustees, Fred Garcia, announced in writing to the Starr King community that Dr. Parker would be retiring from the role of president effective in June 2014. At that time, the Board Chair announced the beginning of "a series of steps as part of a year-long transition."¹²

In the fall of 2013, a search committee was appointed by the Board to assist the Board in fulfilling its responsibility for the selection of a new president of the School. The Presidential Search Committee had members from the faculty, student body, alumni, Board of Trustees and external

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constituencies of the School consisting of the following individuals: Rev. Glenn C. Farley, Rev. Sofia Betancourt, Abbey Tennis, Dr. Jo Sanzgiri, Jiwon Chung, Jenny Weil, Rev. Gary Smith, Rev. Jay Leach, and Dr. Daniel McKanan.

Rev. Farley served as the Chair of the Presidential Search Committee. He is a 2010 graduate of Starr King School. During the time of the presidential search, Rev. Farley served as the Treasurer of the Board of Trustees.

Rev. Betancourt is a 2003 graduate of Starr King School. She is a current trustee and was on the Board during the presidential search. She is also an adjunct faculty member at the School.

Ms. Tennis is a May 2014 graduate of Starr King School. She is currently employed as the Interim Advancement Director at the School. During the presidential search process Ms. Tennis was a matriculated student at Starr King School. During this time Ms. Tennis served as one of the two student trustees on the Board of Trustees. The other student trustee was Zachary Wear.

Dr. Sanzgiri is an Associate Professor of Organizational Development and Leadership Education at the School.

Mr. Chung is an adjunct faculty member at the School.

Rev. Smith received an honorary degree from Starr King School in 2012. He has previously served on the Board of Trustees.

Ms. Weil is a current trustee and was on the Board during the presidential search process. Ms. Weil was initially appointed as the Chair of the Presidential Search Committee, but stepped down from that role.

Rev. Leach is a 2003 graduate of Starr King School.

Dr. McKanan, a faculty member at the Harvard Divinity School, brought an external perspective to the Presidential Search Committee. Dr. McKanan has no direct connection with Starr King School as an alumni, faculty member or former trustee.

The Board retained Ms. Cheryl Hyatt, an executive search consultant with Hyatt-Fennell, LLC. Ms. Hyatt was retained to provide professional guidance to the Presidential Search Committee by reason of "utilizing the services of a search consultant insures objectivity and proficiency, as well as greater responsiveness to the candidates."¹³

Search Committee: The charge to the Presidential Search Committee issued by the Board of Trustees outlined the following expectations for the Presidential Search Committee¹⁴:

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- a. The search committee will develop a statement of desired qualifications for the president that will guide the search and selection process and be shared with candidates and nomination sources;
- b. The search committee will adopt a timetable for the search that will permit the anticipated appointment of a new president for July 2014;
- c. The search committee will conduct an active national search to attract highly qualified candidates;
- d. The search committee will make periodic reports to the board chair about the progress of the search;
- e. All search committee members will observe strict confidentiality in the conduct of the search. Any member of the search committee who breaches confidentiality may be removed from the committee without replacement;
- f. The search committee will present to the Board of Trustees to recount its work and to make its recommendation(s) for appointment to the position on or before March 31, 2014.

In October 2013, the Presidential Search Committee met and reviewed information on the state of theological education, the administrative and educational structure of Starr King School, and trends in Unitarian Universalism. The Committee publicly announced that during these meetings, the Committee "heard feedback from some of the stakeholders in the wider Starr King community and deepened [their] understanding of the mission, vision and culture of [the] School."¹⁵

In November 2013, the Search Committee publicized the Opportunity Profile and Position Description for the vacancy of President and began accepting applications for the position.¹⁶

In January 2014, the Search Committee announced to the Starr King community that it had received nominations of thirty-two potential candidates and that, of those nominees, twenty individuals applied for the position of president.¹⁷

Thereafter, in late January 2014, the Search Committee again met, to review the applications and then identified eight applicants with whom the committee wished to meet in person for extensive interviews. The Committee referred to these eight candidates as "semi-finalist" candidates.¹⁸ Interviews with the semi-finalist candidates took place during February 2014, in Dallas, Texas.

On March 10, 2014, the Search Committee distributed a further announcement to the Starr King community. The announcement identified the three finalists for the president position. It stated that the finalists would be visiting the School's campus during the week of March 17 for open meetings with the community. The three finalists were: Rev. Rosemary Bray McNatt, Rev. Susan Ritchie, and Rev. Daniel Chesney Kanter.¹⁹

The campus visits from the finalists took place on schedule, with wide participation from community members: the faculty, staff, students, trustees, and the current administration. There were group meetings, question and answer sessions, and individual interactions. Those who were

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unable to be present on campus had the opportunity to participate electronically. Further, recordings of the public interviews with the candidates were available on the School's website.

During the finalist candidates' campus visits, all community members were invited to complete feedback forms for submission to the Presidential Search Committee. These forms were submitted to the Search Committee online through a website hosted by SurveyMonkey. These forms enabled all persons to give evaluative feedback on each candidate, including an opportunity to offer numerical ratings focused on specific areas of presidential skills. The feedback forms additionally allowed submission of narrative comments. Persons submitting feedback forms were given the option to identify themselves by name, or not. Some identified their name; some did not.

Over 50 members of the community submitted feedback forms. Over 30 were from students and the remainder from faculty, staff and others.

The Search Committee received all submitted feedback forms, having committed to the community that, "following the campus visits, the Presidential Search Committee will review all the feedback from the Starr King community."

Feedback Forms Collection Document of 181 Pages: All of the completed community members' feedback forms were first collected by Ms. Tennis into a document of approximately 181 pages. This collection document included the individual numerical evaluation from each feedback form. It also included the text of the responder's narrative, comments, and the responder's name, if the name was disclosed by the responder. There were approximately twenty-five responders who provided narrative commentary and identified his/her name.

Community Feedback Summary: The Search Committee summarized the data and narratives contained in each of the feedback forms, into a single document of approximately 60 pages. The summary averaged the evaluation ratings and quoted the evaluative comments.

The summarization work was performed by search committee member and student trustee, Ms. Tennis. This community feedback summary contained averages of numerical ratings, organized by four groups, faculty, staff, students, and trustees/others.

On March 22, 2014, Ms. Tennis transmitted by email to each of the eight other Search Committee members, the Community Feedback Summary and the Feedback Forms Collection Document.

On March 26, 2014, the Presidential Search Committee held a conference call. During this call, the Search Committee voted to recommend Rev. Rosemary Bray McNatt to the Board of Trustees as the next president of the School.

On March 31, 2014, the Board of Trustees met via conference call. The Board voted to appoint Rev. Rosemary Bray McNatt, as recommended by the Presidential Search Committee.

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On April 4, 2014, Rev. McNatt formally agreed to become the next president of Starr King School. At 1:50 p.m. that same day, a public announcement was made that Rev. McNatt would become the new president of Starr King School.²⁰

Anonymous and Unauthorized Disclosures of the Community Feedback Summary: On April 6, 2014, an email was sent to a wide distribution list associated with Starr King School. This distribution list included faculty, staff and students of the School. It also included the leadership of the School's accrediting body, the Graduate Theological Union, the larger denominational leadership and structures, and even members of the news media.²¹ The subject of the email was entitled,

"Starr King's seminary president search: A process corrupted."

The email was sent from the email address "financialhardshipforever@gmail.com."

The email was "signed" by "Strapped Student."

The email did not identify the name of any author or sender of the email.

The email stated:

"Process Corrupted..."

Given the depth of the nature of these alleged ethical violations, we are sharing with you the results of the survey which was supposed to have been taken into consideration by the board of trustees for Starr King. If you will look at this file, you will see that the vast majority of the students, faculty and staff voted strongly in favor of Dr. Ritchie, and these votes were clearly ignored. (The most negative comments are from the current administration. See pages 22-27.)

Note how the current administration brags about how the student body has power to elect the new president. Really? Where is that power? We seem to have misplaced it!

However, in that same document, there have been outright lies told by some within the current administration, regarding Dr. Ritchie. Please, open the attached file and read them for yourself.

One of these slanderous accusations has already been contradicted by the faculty member in question. In writing. And you may note, how ironic that one of the charges leveled at Dr. Ritchie is that she is 'always available' to students, thereby setting a bad precedent for other faculty.

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The positive things said by students, faculty and staff about Dr. Ritchie may have been ignored, but the lies told by this administration definitely seem to have been taken into account by the selection committee.

If you look over the attached CVs, Dr. Ritchie was the candidate was most highly qualified to lead SKSM. The selection committee deliberately skewed their presentation, giving only one candidate to the board for a vote, Rev. McNatt.

What the students, faculty and staff were told previously was that in presentation to the board, there would be a ranking of the three candidates, and a vote based on that ranking, not a single selection presented for a vote of yes or no.

Is it any wonder a great many students have been complaining for years about how there is danger in speaking up at this institution? It seems every time a student, faculty, or staff member tries to voice opposition to this administration, they are quietly disposed of. Staff have been suddenly removed, with little or no explanation given. We suspect that Dr. Ritchie's knowledge of corruption behind closed doors, and her willingness to confront the offenders, led directly to the situation at hand. For far too long, other people's careers have been trashed in the name of retaining power and influence. And to what end? The current president has been forced into early retirement by the board of trustees, after a complaint was filed about an inappropriate action toward one student.

There is one clear motive for the current administration's attempt to ruin Dr. Ritchie's reputation and keep her from getting this job: Some who will remain in power after Dr. Parker's retirement want to continue this state of affairs, aggressively suppressing those who speak out against injustice within the institution. This situation has only been able to continue for so many years due to a lack of oversight, facilitated by threats and intimidation used against students, faculty, and staff.

There will never be any accountability for the culture of fear at this institution until stakeholders are brave enough to speak out, collectively. Students, staff, and faculty are individually afraid of challenging this administration, and so we have chosen to send this email out, withholding identity. We love this school, and there is no excuse for allowing such tyranny to continue at an institution which supposedly prides itself on standing for justice, equity and compassion.

It has been said that "academic politics are so vicious because the stakes are so small." We beg to differ. The stakes are very, very high. Starr King is the only residential Unitarian Universalist identity school in the world. All other schools are partially UU, or exclusively low-residence. Unitarian Universalism needs this

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school. Unitarian Universalism needs this school to function as intended, not as a place of intimidation and rancor, where seeds of bitterness have sprouted.

We offer these words in the hope that exposing corruption will help."

The anonymous email included two documents as attachments. These attachments were thus also widely disseminated.

The two attachments were (1) the Community Feedback Summary, but altered in part from the form in which Ms. Tennis had prepared and distributed it on March 22 to the eight search committee members; and (2) the CV's for each finalist candidate.

Neither the Search Committee, the Board of Trustees nor any other School authority gave authorization to publicize the Community Feedback Summary beyond the Search Committee members.

The Community Feedback Summary, as publicly disseminated on April 6 by the anonymous email, was altered in part from the form in which Ms. Tennis had prepared and distributed it on March 22 to the eight search committee members, such that the names of approximately 24 of the 26 responders of the feedback forms were redacted.

Those two persons whose names were thus intentionally disclosed by the persons responsible for this conduct were: Dr. Rebecca Parker and Dr. Gabriella Lettini. Both Dr. Parker and Dr. Lettini were the persons most closely involved with the "current administration" as that term was used in the content of the email that spoke disparagingly of the administration of the School.

The text of narrative comments from the evaluations written by Dr. Parker and by Dr. Lettini regarding each of the presidential candidates, were thusly published without the permission of the either Dr. Parker or Dr. Lettini, respectively, nor of the three candidates.

The persons responsible for this conduct intended to selectively publish the evaluative comments made by these two members of the School's administration, some of which expressed negative views of the candidacy of Dr. Ritchie for president.

Response to the Charge of the Board: The Board has charged this ad hoc committee to attempt to report on available information showing how it came to be that the Community Feedback Summary was publicly distributed on April 6.

This committee engaged in thorough fact-finding to determine the facts regarding the public distribution of the Community Feedback Summary and the Feedback Forms Collection Document, and the context and reasons for this distribution.

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It is clear that on March 22, 2014, Ms. Tennis sent the Community Feedback Summary to the eight other members of the search committee and only to them: Rev. Glenn C. Farley, Rev. Sofia Betancourt, Dr. Jo Sanzgiri, Jiwon Chung, Jenny Weil, Rev. Gary Smith, Rev. Jay Leach, and Dr. Daniel McKanan. The ad hoc committee has reviewed this March 22 email to the Search Committee and confirmed that it was sent only to these eight individuals.

The Committee is of the judgment that between March 22 and April 5, the following individuals (not on the Search Committee) somehow obtained the Community Feedback Summary and/or the Feedback Forms Collection Document. Because these individuals were not on the Search Committee, they were not authorized to receive these documents. Any transmission of the documents to these individuals was thus an unauthorized transmission.

- (1) **Student Julie Brock:** A student body meeting took place on April 4, 2014. The ad hoc committee has reviewed written notes and an audio recording of this meeting.

It appears to the Committee that Ms. Brock made public statements at the meeting, in which she indicated that she was then in possession of the Community Feedback Summary and/or the Feedback Forms Collection Document.

It appears to the Committee that Ms. Brock made public statements at the meeting by which Ms. Brock declined to answer questions posed by other student attendees regarding how Ms. Brock received the search committee documents, including from whom. To date, Ms. Brock has failed and refused to disclose this information publicly or to any Starr King officers or trustees, or to this committee.

It appears to the Committee that Ms. Brock made public statements at the meeting in response to questions posed to her as to whether a member of the Search Committee was responsible for her coming into possession of the Community Feedback Summary and/or the Feedback Forms Collection Document. It appears that Ms. Brock responded, "not all of them," and then stated, "I'm getting really uncomfortable."

It appears to the Committee that Ms. Brock made further public comments during the meeting that reflected her knowledge of specific content of the Community Feedback Summary and/or the Feedback Forms Collection Document, comments that corroborated that she had by then received and reviewed the Community Feedback Summary and/or the Feedback Forms Collection Document.

- Ms. Brock declined to interview with this Committee. **REDACTED** ²²
- (2) **Student Jo Green:** It appears to the ad hoc committee that Ms. Green received one or both of the Community Feedback Summary and/or the Feedback Forms Collection documents prior to the April 4, 2014 student body meeting. This conclusion is supported by statements made by Ms. Green, Ms. Brock and Ms. Spangenberg at the

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student body meeting. This conclusion is also supported by information provided to the ad hoc committee during interviews.

If Ms. Green did receive one or both of the Community Feedback Summary and/or the Feedback Forms Collection documents prior to the April 4, 2014 student body meeting, these were received from fellow student(s) in Ms. Green's capacity as Student Body Co-President.

- (3) **Student Edith Love:** It appears to the Committee that prior to the April 6, 2014 email dissemination, Ms. Love may have received and/or come into possession of the Community Feedback Summary and/or the Feedback Forms Collection Document or has the knowledge of the persons who, with her possible assistance, did so.

Ms. Love's name appears in metadata of the Community Feedback Summary, as redacted in the form distributed by the April 6 email. More specifically, the computer program that performed the final alteration of the form of the Community Feedback Summary just before it was distributed by the April 6 email, bears registration in the name of "Edie Love".

Ms. Love has been approached by the School administration, but has refused to discuss these facts in detail, and she thereupon withdrew from student status.

Ms. Love has been approached by this Committee for interview, but failed to discuss the matter with the Committee.

- (4) **Sarah Moldenhauer-Salazar:** Dr. Moldenhauer-Salazar was a trustee but was not on the Search Committee.

Vanessa Lowe is a current trustee on the Board. Ms. Lowe informed the Committee that during the week prior to the March 31, 2014 telephonic Board meeting, Dr. Moldenhauer-Salazar indicated to Ms. Lowe that Dr. Moldenhauer-Salazar then had possession of the Community Feedback Summary and/or the Feedback Forms Collection Document.

Ms. Lowe also informed the Committee that in the phone call, Dr. Moldenhauer-Salazar indicated to Ms. Lowe that Dr. Moldenhauer-Salazar had then obtained possession of the [Community Feedback Summary and/or the Feedback Forms Collection Document] from Dr. Jo Sanzgiri, a member of the Search Committee.

Ms. Lowe also informed the Committee that in the phone call with Dr. Moldenhauer-Salazar, Dr. Moldenhauer-Salazar indicated to Ms. Lowe that Dr. Jo Sanzgiri had stated to Dr. Moldenhauer-Salazar, that Dr. Sanzgiri was doing so in the context that Dr. Sanzgiri was dismayed with the culture at the School.

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Board Chair Garcia spoke with Dr. Moldenhauer-Salazar on March 30, 2014. Dr. Moldenhauer-Salazar then informed Mr. Garcia that she had recently been contacted by several students. Dr. Moldenhauer-Salazar further stated to Mr. Garcia that these students had informed her that the presidential search process had been compromised. During this conversation, Dr. Moldenhauer-Salazar did not disclose to Mr. Garcia that she had received the Community Feedback Summary and/or the Feedback Forms Collection Document.

Dr. Moldenhauer-Salazar declined this Committee's request to interview her.

- (5) **Suzi Spangenberg:** It appears to the Committee that student Ms. Spangenberg received and was in possession of some portions of the Community Feedback Summary and/or the Feedback Forms Collection Document at the time of a student body meeting of April 4, 2014. As noted above, the ad hoc committee has reviewed written notes of an audio recording of this meeting.

It appears to the Committee that Ms. Spangenberg made public statements at the meeting in which she indicated that she was then in possession of the Community Feedback Summary and/or the Feedback Forms Collection Document.

Ms. Spangenberg did not disclose how Ms. Spangenberg received the search committee documents, including from whom. To date, Ms. Spangenberg has failed and refused to disclose this information publicly or to any Starr King officers or trustees, or to this committee.

Ms. Spangenberg declined to interview with this Committee. REDACTED

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- (6) **Zak Wear:** Mr. Wear was a student and in addition to Ms. Tennis, the other student trustee on the Board. On April 1, 2014, Mr. Wear informed Ms. Tennis that he had possession of the Community Feedback Summary and/or the Feedback Forms Collection Document.

On April 2, 2014, Mr. Wear spoke with Mr. Garcia, Chair of the Board of Trustees. Mr. Wear informed Mr. Garcia that he received the Community Feedback Summary and/or the Feedback Forms Collection Document from an unnamed fellow student. Mr. Wear stated to Mr. Garcia that that unnamed student told Mr. Wear that the Community Feedback Summary and/or the Feedback Forms Collection Document had been obtained from a member of the Search Committee.

In a partial interview with the ad hoc committee, Mr. Wear stated that other student(s) provided to him the Community Feedback Summary and/or the Feedback Forms Collection Document, but that he did not know in what manner those student(s)

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obtained possession of the Community Feedback Summary and/or the Feedback Forms Collection Document.

Mr. Wear refused to identify the student(s) who gave him the Community Feedback Summary and/or the Feedback Forms Collection Document and he prematurely ended the interview, thereafter declining to be interviewed further by the Committee.

- (7) **Andrew Young:** According to Mr. Young, he received one or both of the Community Feedback Summary and/or the Feedback Forms Collection documents prior to the April 4, 2014 student body meeting. Mr. Young received the documents from Ms. Brock. Mr. Young so stated during his interview with the ad hoc committee.

Mr. Young received the document(s) from Ms. Brock in his Starr King School email account. Mr. Young no longer has access to this account. Mr. Young was therefore unable to provide a copy of this email to the ad hoc committee. Mr. Young stated to the committee that he did not read the document(s) nor did he send the documents to anyone else.

Mr. Young received one or both of the Community Feedback Summary and/or the Feedback Forms Collection documents prior to the April 4, 2014 student body meeting from fellow student(s) in Mr. Young's capacity as Student Body Co-President.

There are a variety of individuals from whom the ad hoc committee unsuccessfully attempted to secure information.

- (1) **Dorsey Blake:** Rev. Blake is a former faculty member of Starr King School. Rev. Blake responded to letters from the ad hoc committee requesting an interview. However, Rev. Blake refused to provide an interview to the Committee. Rev. Blake submitted a written statement to the ad hoc committee. This written statement did not satisfy the request of the ad hoc committee. The ad hoc committee submitted a further request to Rev. Blake to provide an interview to the Committee. Rev. Blake did not respond to this request. Rev. Blake resigned from his faculty position shortly thereafter.
- (2) **Adam Dyer:** Mr. Dyer is a former student of Starr King School. Mr. Dyer was identified as an individual who may have information about the context of the events at issue. Mr. Dyer responded to a request from the ad hoc committee to provide an interview to the committee. Mr. Dyer declined to provide an interview to the Committee.
- (3) **Cheryl Hyatt:** Ms. Hyatt was the executive search consultant retained by the Board of Trustees. Ms. Hyatt has not responded to numerous attempts by the ad hoc committee to contact her for the purpose of conducting an interview with her.

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- (4) **Kurt Kuhwald:** Rev. Kuhwald is a former faculty member of Starr King School. Rev. Kuhwald responded to letters from the ad hoc committee requesting an interview. However, Rev. Kuhwald refused to provide an interview to the Committee. Rev. Kuhwald submitted written statements to the ad hoc committee. These written statements did not satisfy the request of the ad hoc committee. The ad hoc committee submitted a further request to Rev. Kuhwald to provide an interview to the Committee. Rev. Kuhwald submitted an additional written statement to the Committee, but refused to provide an interview to the Committee. Rev. Kuhwald resigned from his faculty position shortly thereafter.
- (5) **Edith Love:** Ms. Love is a former student of Starr King School. Ms. Love has responded to letters from the ad hoc committee requesting an interview. The Committee has also attempted to arrange an interview with Ms. Love through a Unitarian Universalist Ministers' Association Good Officer appointed by Ms. Love. This included a conversation between Ms. Love's appointed Good Officer and the Chair of the ad hoc committee regarding the possibility of Ms. Love providing an interview to the Committee. This also included a direct conversation between Ms. Love and the Chair of the ad hoc committee regarding the possibility of Ms. Love providing an interview to the Committee. However, Ms. Love has failed to provide an interview to the Committee. The ad hoc committee believes that Ms. Love has information regarding the identity of the individual(s) who sent the April 6, 2014 email. The Committee also believes that Ms. Love may have information regarding the involvement of others in obtaining the Search Committee documents.
- (6) **Sarah Moldenhauer-Salazar:** Dr. Moldenhauer-Salazar is a former trustee of the School. Dr. Moldenhauer-Salazar responded to letters from the ad hoc committee requesting an interview. However, Dr. Moldenhauer-Salazar refused to provide an interview to the Committee. Dr. Moldenhauer-Salazar submitted a written statement to the ad hoc committee. After obtaining information that Dr. Moldenhauer-Salazar had received the Community Feedback Summary and/or the Feedback Forms Collection Document, the ad hoc committee again contacted Dr. Moldenhauer-Salazar to request that she provide an interview to the Committee. Dr. Moldenhauer-Salazar again refused to provide an interview to the Committee. Dr. Moldenhauer-Salazar submitted a further written statement to the Committee. The written statements submitted to the Committee by Dr. Moldenhauer-Salazar did not satisfy the request of the ad hoc committee.
- (7) **Wesley Morrison-Sloat:** Mr. Morrison-Sloat is a current student of the School who is on a leave of absence. Mr. Morrison-Sloat was contacted by the ad hoc committee through Rev. Lindi Ramsden, Acting Dean of Students and Community Life at Starr King. Mr. Morrison-Sloat stated to Rev. Ramsden that he refused to provide an interview to the ad hoc committee.

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- (8) **Jo Sanzgiri:** Dr. Sanzgiri is a current faculty member of Starr King School. During her interview with the ad hoc committee, Dr. Sanzgiri denied that she provided the Search Committee documents to any individuals who were not on the Search Committee; yet information suggests to the contrary. It is known that Dr. Sanzgiri was an outspoken supporter of Susan Ritchie as a presidential candidate during the presidential search process. Dr. Sanzgiri made numerous statements in support of Dr. Ritchie as a presidential candidate during the presidential search process. These statements were made both to fellow members of the Presidential Search Committee and to others.
- (9) **Miakoda Taylor:** Ms. Taylor is a consultant who was retained by the School shortly after the conclusion of the presidential search process. Ms. Taylor was retained by the School to lead a restorative justice process. Ms. Taylor was unavailable to provide an interview until after the completion of the period in which the committee conducted its fact-finding and the committee does not believe that she has additional information which is important to fulfilling the committee's charge. Ms. Taylor had previously reported to the Board of Trustees, at the conclusion of her work, with regard to restorative justice ("RJ"): "Admission of responsibility is a pre-requisite for RJ to be effective or appropriate. In the absence of anyone admitting responsibility for harmful actions, it is inappropriate for RJ to be applied at this time."²⁴

Conclusion: The ad hoc committee has been unable to determine the precise source(s) and manner of unauthorized disclosure of Presidential Search Committee documents.

The Committee is of the opinion that the motive for the unauthorized public distribution of documents was to cause institutional disruption, so as to attempt to effect a change in the outcome of the established process for appointment of the new president.

It is the opinion of the ad hoc committee that the search process was conducted in a manner which was consistent with the charge of the Board of Trustees to the Presidential Search Committee and in a manner that closely resembles that of other high quality institutions. The search process provided wide opportunity for community input. This included an opportunity for individual feedback from community members as well as representation on the Presidential Search Committee by a designated faculty member and student. There was no cause for persons to take matters into their own hands and attempt to subvert the established process for selection of the president.

The individuals who gave, obtained and/or distributed the documents without authorization, did so in part, in a clandestine or sneaky manner and in other part, using concealment of their true identity to covertly hide their responsibility for the conduct at issue. None of these individuals sought the permission of the Search Committee as the owners of the documents, or the Board of Trustees to obtain or distribute the documents.

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Certain students and faculty appeared highly dissatisfied that their preferred candidate did not "win". It also appears that some misunderstood the community feedback process. These persons appear to have understood their feedback submissions to constitute a 'vote' for a certain candidate. This was not the intent of the Presidential Search Committee in soliciting feedback from the Starr King community. Nor was it stated to the community that the feedback would be considered 'votes' for or against certain candidates.

It appears that some of these persons thought it permissible "ends justify the means" to use what they knew or should have known were unauthorized and illicit measures.

It is the opinion of the ad hoc committee that the persons who attempted to subvert the established process, knew that their methods were improper. Persons who hide behind anonymity, who used clandestine methods such as outing disliked persons' opinions but not outing the liked persons' opinion, and then that decline to stand up for their actions, identify themselves and explain their reasoning, despite multiple opportunities and forums in which to do so, demonstrate, in this Committee's opinion, that they knew that what they did was wrong.

These irresponsible individuals did so for the purpose of undermining the presidential search process.

These irresponsible individuals acted in a non-direct manner. The elements of the conduct are inconsistent with the concept of direct address which is a key principle of resolving conflict within Unitarian Universalism.

The Committee made what it considers to be extensive effort to fully answer the charge from the Board of Trustees, but because some of these persons refused to contribute their knowledge, the Committee was unable to provide the Board with complete answers.

Numerous UU-affiliated individuals have refused to provide the ad hoc committee with pertinent information regarding the dissemination of the search committee documents. Their silence has impeded the ability of the ad hoc committee to conduct its fact-finding. It is the opinion of the ad hoc committee that public statements made by some individuals who refused to cooperate with the committee served to encourage others who may have wished to provide information to the committee to refuse to do so.

Several individuals stated to the ad hoc committee that certain elements of the search process were not adequate. One specific example cited is, not enough notice was given of the time, date, format and structure of the finalist campus visits. Other interviewees expressed the opinion that absences of key people, including the Chair of the Board, at various stages of the search process weakened the reliability of the process. Another person or persons interviewed were of the opinion that outgoing president, Dr. Parker, was present during the campus visits and that this presence was not healthy. Others pointed out that some staff and students were openly rude or hostile to the finalist

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candidates during the campus visits, not limited to the accepted norm of asking difficult or critical questions of the candidates. Other persons stated to the ad hoc committee that there was a perceived lack of clarity regarding the procedures and goals of the search process among those leading the search process.

A key narrative from the April 6, 2014 email which distributed the Community Feedback Summary document is that the Presidential Search Committee was unduly influenced by the input of certain members of the School's administration. None of the information obtained by the ad hoc committee supports this narrative.

The committee can only state that no process is perfect and no managers of the process are perfect. Yet, it seems to the committee that all involved in directing the process truly made efforts to conduct the process in a way beneficial to the community at large, and that there was no just cause for a few persons within the community to use "ends justify the means" tactics. None of the information provided to the committee indicates that there was any aspect of the work of the Presidential Search Committee which was conducted unethically or which was subject to undue influence from those outside of the Search Committee.

The fact-finding and reporting of the ad hoc committee is complete. The committee remains available to the Board of Trustees to respond to any inquiries regarding the contents of this report or the work done by the committee.



Lawrence Ladd
Chair, Ad Hoc Committee of the Board of Trustees
Starr King School for the Ministry

1-8-2015
Date



Barb Greve
Ad Hoc Committee of the Board of Trustees
Starr King School for the Ministry

8 JAN 2015
Date



Emily Gage
Ad Hoc Committee of the Board of Trustees
Starr King School for the Ministry

January 8, 2015
Date

 LL's Initials  BG's Initials  EG's Initials

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- ¹ Given the threat of civil litigation, these meetings were conducted with counsel for the School under attorney-client privilege.
- ² Starr King School for the Ministry Educational Philosophy (available at: <http://www.sksm.edu/about-starr-king-school/our-educational-philosophy/>).
- ³ Information obtained from Starr King School for the Ministry Mission and History, unless otherwise noted (available at: <http://www.sksm.edu/about-starr-king-school/starr-king-schools-mission-and-history/>).
- ⁴ Starr King School for the Ministry Quick Facts (available at: <http://www.sksm.edu/about-starr-king-school/facts-of-note/>).
- ⁵ *Id.*
- ⁶ Starr King School for the Ministry Opportunity Profile for President Position, November 2013.
- ⁷ Bylaws of Starr King School for the Ministry.
- ⁸ *Id.*
- ⁹ Starr King School for the Ministry Opportunity Profile for President Position, November 2013.
- ¹⁰ Gabriella Lettini Faculty/Administration Profile (available at: <http://www.sksm.edu/people/rev-dr-gabriella-lettini/>).
- ¹¹ "Appointment of Dr. Susan Ritchie to Associate Professor" (available at: <http://www.sksm.edu/news-events/newsletter-archive/announcing-appointment-of-dr-susan-ritchie/>).
- ¹² "Special Message from Helio Fred Garcia, Chair of the Starr King Board of Trustees" (available at: <http://www.sksm.edu/news-events/newsletter-archive/message-from-starr-king-board-chair-helio-fred-garcia/>).
- ¹³ Presidential Search Committee "Update on Presidential Search", November 5, 2013.
- ¹⁴ Starr King School for the Ministry Charge to the Presidential Search Committee.
- ¹⁵ Presidential Search Committee "Update on Presidential Search", November 5, 2013.
- ¹⁶ Presidential Search Committee "Update from Presidential Search", December 10, 2013.
- ¹⁷ Presidential Search Committee "Update on Presidential Search", January 17, 2014.
- ¹⁸ Presidential Search Committee "Update on Presidential Search", January 30, 2014.
- ¹⁹ Public Letter from Starr King Presidential Search Committee, March 10, 2014.
- ²⁰ Public Letter from Fred Garcia to Starr King School for the Ministry Community.
- ²¹ Email from Strapped Student, April 6, 2014.
- ²² REDACTED
- ²³ REDACTED
- ²⁴ Public Letter from Fred Garcia to Starr King School for the Ministry Community, May 8, 2014.

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