

# COLLOQUY

## Student learning research reports

Researchers reported results of three research projects, commissioned by the ATS project on The Character and Assessment of Learning for Religious Vocation, at the project's second major conference, held in November. Reports of each project will be published this spring in the ATS journal, *Theological Education*.

The research of Frederic Maples and Katarina Schuth (Saint Paul Seminary School of Divinity) was an interview study of fifty students and fifty faculty in five Roman Catholic ATS member schools. The research was intended to identify how selected characteristics of students contribute to or detract from their learning in theological degree programs. Interviews with faculty attempted to identify

A second research project focused on the relative strengths and weaknesses of recent M.Div. graduates of ATS schools. It was second-order research: a review of literature on the early years of ministry and interviews with directors of research centers who had focused attention on the subject. Michael I.N. Dash (Interdenominational Theological Center), Jimmy Dukes (New Orleans Baptist Theological Seminary), and Gordon Smith (Overseas Council Canada) conducted the research.

"Much of the literature . . . reflects a growing consensus that the first five years of pastoral ministry are critical," they wrote in their report, "Learning from the First Years." "The literature suggests that seminaries, denominations, and the churches themselves need to give careful attention to both the transition itself—issues of placement and first steps—as well as the unique dynamics and challenges that come during this period."

They noted as equally important the need for faculty to teach with greater attention to the actual practice of ministry, educating toward the "reflective practitioner" to help students develop habits of reflection, reading, and relating to others. "The bottom line," they wrote, "is that the seminary is at its best when it works in collaboration with those who are the very practitioners of the work for which the seminary is doing its formation—pastors. The ideal is that both the student and the theological school view both the professor and the pastor as playing equally critical roles in the formation of pastoral leadership."

Yau Man Siew (Tyndale University College and Seminary) and Gary Peluso-Verdend (Garrett-Evangelical Theological Seminary) reported on their research entitled "Interpreting Protestant Student Voices." They conducted in-depth interviews with eight to ten students in each of seven Protestant seminaries to determine the characteristics and convictions the students had brought to



(from left) Jeremiah McCarthy (ATS), David Hogue (Garrett Evangelical Theological Seminary and chair of the Task Force), and John Harris (Samford University).

successful approaches to student learning, given prior religious experiences of students and their perceptions of what they consider effective learning for their chosen vocation.

"We found that past religious experiences powerfully shape their studies and their notions of ministry," Maples and Schuth report. "Those who were trained with

rigid or authoritarian views of their faith often carry these understandings into adulthood, and, because of fear, inflexibility, or sincere conviction, they tend to resist ideas or approaches that seem not to fit their framework. Faculty realize that students need to be prepared for ministry among people with diverse views; therefore, they must break through the resistance to learning. In this effort, they have found that patient listening usually wins out over argumentation, sympathetic understanding overcomes hostility, and pastoral experience goes a long way in conquering fear."

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## It takes money

**T**heological education is not about money—not for the schools, not for the persons who receive paychecks from them, not for the students who pay tuition to them, not even for the individuals who give money to them. Theological schools are about the kind of scholarship necessary to convey ancient realities to modern minds and contemporary lives and to prepare one more generation of leaders who will guide the church's work to confront evil, promote righteousness, and attend to the healing of broken people and a broken world.

Theological schools are driven by a religious vision and often are disproportionately effective to the funds they have. Some ATS schools, particularly enrollment-driven schools, are doing relatively well financially. Some schools, especially ones related to denominations that have experienced considerable financial stress or, in previous years, had overspent endowment resources are experiencing considerable financial strain. Rich or poor, theological schools are not about money.

But theological education costs money. Theological schools are not about money, but they cannot do their job without it. Most of them need more, and many of them have developed considerable skill across the past twenty-five years to find the funds necessary to operate among changing patterns of revenue and expanding areas of expenses.

The ATS *Fact Book on Theological Education*, based on the data collected last academic year, will be published soon, and it includes a brief analysis of seminary finances across the past decade—from 1993 to 2003. The data provided by the schools offer a helpful perspective on seminary finances, and I would like to preview some of the findings of that analysis.

- A “typical” ATS school, if there were such an institution, would have an annual budget of about \$3.6 million. It would derive about 30 percent of its revenue from tuition, 39 percent from gifts from individuals or religious organizations, 14 percent from investments and endowment, and 16 percent from other sources. It would be spending approximately \$31,000 a year to

*“Theological schools are not about money, but they cannot do their job without it. Most of them need more, and many of them have developed considerable skill ... to find the funds necessary to operate among changing patterns of revenue and expanding areas of expenses.”*



educate a full-time student, of which the student would pay approximately \$9,000 in tuition.

- Perhaps the most significant change in revenue from 1993 to 2003 was in the sources of gift income. In 1993, contributions from religious organizations amounted to 14 percent of total revenue, while contributions from individuals provided 19 percent of total revenue. In 2003, religious organizations provided 11 percent of total revenue and individuals, 29 percent. Gifts from religious organizations (as a percentage of the total revenue) continue their decades-long decline, while individual contributions continue to increase as a percentage of total revenue. In 2003, gifts from individuals for all purposes equaled revenue from tuition.

- Expenditures in 2003 grew proportionately to revenue, and proportions of expenditures in the various areas of the seminary budget did not change appreciably. The largest expenditure was for instruction, which required 31 percent of the schools' money. The second largest category of expenditure was institutional support, and 22 percent of the schools' budgets was expended on general administrative services, executive leadership, planning, legal and fiscal operation, public relations, and institutional advancement. Expenditures for academic administration, student services, recruitment, admissions, and library accounted for 14 percent of total expenditures. Scholarship support for students amounted to 11 percent of all expenditures, and plant maintenance accounted for another 11 percent. Auxiliary services (food service, student housing, book store, etc.) comprised the remaining expenditures

Financial health is good for theological education. Although no ATS school has the mission to be financially well off, a basic adequacy of resources enables a school to adapt to changing expectations, develop new programming, and meet new challenges. Adequacy of resources does not guarantee that a school will function effectively and adaptively but does make it possible for a school to choose to function this way, if it has the other requisite institutional skills.

Theological education is not about money, but it takes money. ♦

# Presidents gather in Santa Fe

Presidents of ATS member schools, currently in their first five years of office, met in Santa Fe in December for the third annual *Presidential Leadership Intensive Week*. Their time together focused on issues related to presidential leadership in institutional assessment, strategic planning, governance, and institutional change. G. Douglass Lewis, *president emeritus* of Wesley Theological Seminary in Washington, DC, served as “dean” and moderator throughout the week.

Robert Wuthnow, director of the Center for the Study of Religion and professor of sociology at Princeton University, addressed religious trends in North America in the twenty-first century. He found that more young adults than in the past never attend religious services mostly because fewer young adults are married and married young adults seem to be more likely to attend.

“What young adults hate about church is having to sit alone . . .” said Wuthnow, “it’s the religious counterpart of having to bowl alone.” He went on to discuss church shopping, church hopping, spirituality being more intuitive, and “culture wars,” citing that self-defined religious conservatism and self-defined religious liberalism have both increased as well as the so-called “Republican advantage” among evangelicals, and reinforced that the abortion debate is more divisive than ever.

ATS Executive Director Daniel Aleshire spoke about issues facing theological education in the twenty-first century, including changes in religion in North America, changes in student bodies in ATS schools, and changes in the church. “ATS schools are embedded in particular religious communities and cultural contexts,” Aleshire said, “as these communities and contexts are changing, theological schools will need to change.”

Malcolm Warford, professor of the practice of ministry at Lexington Theological Seminary and director of the The Lexington Seminar, delivered a plenary entitled *Presidential Good Practices: Reflections and Learnings from the Lexington Project*. The Lexington Seminar aims to initiate and sustain a conversation about teaching and learning in selected Protestant theological schools, support these schools in designing and implementing an educational

project, encourage collaboration among the participating schools on educational issues, and conduct research into teaching and learning in theological education. Warford, editor of The Lexington Seminar volume, *Practical Wisdom on Theological Teaching and Learning*, provided copies of the book for all participants.

Three cases on institutional change were presented by Ben Griffin (Andover Newton Theological School), Dorcas Gordon (Knox College), and Joseph Hough Jr. (Union Theological Seminary). Each case was designed to explore a transition and change process that occurred in a seminary, particularly the role the president played in that transformation.

Robert Cooley, *president emeritus* of Gordon-Conwell Theological Seminary, focused on *Understanding a Seminary’s Culture, Context, and Change: a Model for Strategic Assessment and Planning*. He spoke about trends in governance design and culture as a leadership tool, concluding that “all theological schools have a culture; some theological schools have effective leadership, but only a few theological schools have a ‘culture of Good Faith Governance.’”

Rebekah Burch Basinger, acting editor and governance mentor for *In Trust*, spoke Thursday afternoon about institutional assessment. She examined data gathering for evaluation and change as well as strategic indicators of institutional health and effectiveness.

Small-group discussions followed each presentation, affording the presidents the opportunity to share experiences from their own settings and to learn from others. Martha Horne, dean and president of Protestant Episcopal Theological Seminary in Virginia, served as the worship leader each morning. A social highlight of the week was a visit to Kiva Fine Arts Gallery to experience Native American artist Yellowman’s show and discuss his unique paintings of the Cheyenne “Dog Soldiers” and their role in the tribal community, followed by dinner at the Plaza Resolana/Ghost Ranch Center.

The *Presidential Leadership Intensive Week* is supported by the leadership education grant to ATS from Lilly Endowment. Bill Myers of the ATS staff provided principal staff leadership. ♦



# 2003-04 Luce Fellows present research, receive critiques at conference

**T**he seven 2003–2004 Henry Luce III Fellows in Theology presented their research for discussion and collegial critique at the November 2004 conference in Pittsburgh.

Donald Senior, president of Catholic Theological Union and chair of the Luce Fellows Advisory Committee, welcomed the gathering of Fellows and “conveners,” whose role was to initiate conversation following each presentation. He commented on the “superb proposals” received each year in the fellowship program and how rewarding it is to gather as a conference “to hear the fruits of the Fellows’ research.”

Michael Gilligan brought greetings on behalf of The Henry Luce Foundation, which he serves as president. Speaking to the group the week of the U.S. presidential election, Gilligan said, “There has been no shortage of religious voices in the news in recent weeks, but there has been a shortfall of disciplined, seasoned, deep theological reflection on the issues of our day. The responsibility for that kind of reflection lies with our religious leaders who need to bring the richness of our cherished religious traditions to contemporary issues. Out of the Luce Fellows’ scholarship can come the deep resources to address our culture’s deep hunger.”

Gilligan also introduced Lynn Szwaja, the new program director for theology at the Luce Foundation, and noted her personal interests in engaged scholarship in the humanities, the arts and religion, and interreligious understanding.

Friday’s first contribution came from **Rebekah L. Miles** (Perkins School of Theology Southern Methodist University) as she presented possible theological explanations for the beneficial effects of religion on today’s youth in her research project, “For the Love of God and Mammon: How Marketing Firms and Religious Groups Succeed in Forming Young People.” She described the key issue for moral formation today as not the proper love of self, but the proper love of other finite things and activities and of God and neighbor. Miles found that youth who attended religious services

regularly were less likely to engage in questionable behavior and more likely to have engaged in community service. Don Browning (University of Chicago Divinity School) convened the response.

**Randall C. Zachman** (University of Notre Dame Department of Theology) presented his research that compared the theological stances between John Calvin and Roman Catholicism in his project, “The Living Icons of God: Manifestation and Proclamation in the Theology of John Calvin.” According to Zachman, “Calvin insists throughout his theological career that the invisible God does become somewhat visible, in what he calls ‘living icons or images of God,’ while remaining nonetheless invisible.” Zachman argued “the reality that is still awaited in the future is in fact manifested here and now in symbols and images of that reality, both in the history of Israel, and in the Church . . .” Donald K. McKim (Westminster John Knox Press) convened the response.

**Paul D. Hanson** (Harvard University Divinity School) presented his research Saturday morning on “The Bible and Politics” in which he examined how politics in biblical times could potentially offer “helpful guidance for the proper use of the Bible in contemporary political discourse.” To that end, he suggested a dialogical discursive process consisting of five stages involving a faith community’s worship, heritage, participation in public discourse, inner-community discussion, and special attributes. The



Don Browning (University of Chicago Divinity School) offers critiques to Luce Fellow Rebekah L. Miles (Perkins School of Theology Southern Methodist University).

response to his presentation was convened by Larry L. Rasmussen (Union Theological Seminary).

Following Hanson, **Anna Maria Diaz-Stevens** presented “The Roots and Routes of Women’s Leadership in Latino Faith Communities,” research involving a questionnaire designed to follow-up a 1993 study in which she proposed a concept called the Matriarchal Core (a situation in which even when patriarchal structures have denied women official roles of authority, women have managed to create a particular niche for themselves). Diaz-Stevens found that “while raising women to equal status with men as pastors is part of a vision for a new Christianity, other issues such as the education and greater inclusion of the laity in ministry, . . . and awareness of Hispanic culture are also seen as vitally important.” Maria Perez y Gonzalez (Department of Puerto Rican and Latino Studies Brooklyn College of the City of New York) convened the response.

**Blake Leyerle** (University of Notre Dame Department of Theology) focused her presentation, “Devotions in Early Christian Pilgrimage,” on the “dynamic interplay of physical reality (road, terrain, and body) and text (scripture, ideology, and narrative) in early Christian pilgrimage.” Believing pilgrims travel to shrines because they desire physical or visual contact, she cited accounts in which issues of etiquette were disregarded in favor of tactile desires, such as running their fingers across sacred objects, laying their bodies on the holy sites, or kissing the beloved vestiges. Robert Gregg (Stanford University Department of Religious Studies) convened the discussion of her research.

**Khiok-khng Yeo** (Garrett-Evangelical Theological Seminary) closed Saturday’s presentations with his research, “Political Ethics of Confucius (Analects) and Paul (Galatians): An Intertextual Reading for the Moral and Theological Identities of Chinese Christians.” His presentation focused on the role of music in the formation of virtue and community according to Confucius and Paul, and how their respective belief systems completes or amplifies the other’s. Khiok-khng asserted, “Both sys-



(from left) Convener Donald K. McKim (Westminster John Knox Press) offers comments on the research of Luce Fellow Randall C. Zachman (University of Notre Dame Department of Theology).

tems of harmony are aesthetic representations of transcendence—unity in diversity.” Donald Alexander (Bethel College) convened the response.

**Walter Lowe** (Candler School of Theology of Emory University) opened Sunday’s presentations with his research, “Christianity and Anti-Judaism.” The traditional belief that God established a relationship with the Jews that was unlike any other has come under fire by liberal Christianity. He defines this new line of thought as “supersessionism,” the assertion that Israel has forfeited God’s favor and has been replaced by the Christian church. According to Lowe, “By its very nature, modernity suggests that traditional Christianity has been superseded, not only because modernity is so different, but more fundamentally because it is in the very nature of modernity to be supersessionist.” Peter Ochs (University of Virginia Department of Religious Studies) convened the discussion. ♦

# New Orleans marked destination for CFO conference

Nearly 100 participants gathered in November in New Orleans, for the second chief financial officers conference for ATS. The conference, *So Many Hats, So Few Heads*, offered attendees the chance to network, attend workshops, and listen to presentations regarding this year's theme—"one that financial officers in theological education surely understand," said William Myers, director, leadership education and accreditation at ATS who provides staff support to the CFO Society Steering Committee.

Robert S. Landrebe, executive vice president/CFO at Gordon-Conwell Theological Seminary, opened the weekend with a pre-conference workshop entitled *The CFO's Role in Seminary Economics* Thursday afternoon, while Brian Stiller, president of Tyndale University College and Seminary, addressed the group later that night after dinner. He named "money fears" as seen from the



Brian Stiller (Tyndale University College and Seminary) delivers his plenary, *Scarecrows in a Seminary Patch: Unmasking Money Fears*.

ATS Executive Director Daniel Aleshire examined the economic status of theological education in North America after Friday's lunch.

"There are two ways to think about the financial status of theological schools across the past century. The first is to note that, as higher education institutions, theological schools have been comparatively under-funded—most ATS schools struggle with more bonafide need than their budget



Paula Buley (Seton Hall University), chair of the CFO Society Steering Committee, welcomes participants.

He went on to discuss revenue and expenditures between 1993 and 2003. In 2003, the largest expenditure was for instruction (which primarily includes the cost of faculty and other teaching personnel that provide the schools' credit and non-credit programs of instruction), requiring 31 percent of the schools' budget, while in 1993, instruction accounted for 34 percent.

Aleshire also pointed out how expenditures vary across ATS schools—most notably, Canadian schools spend a higher percentage on instruction than U.S. schools and a considerably lower percentage on scholarship support. He showed that Roman Catholic schools spend a higher percentage on instruction and institutional support; mainline Protestant schools spend a lower percentage on instruction and the highest on student scholarships; and that evangelical Protestant schools spent the lowest percentage of the three groups on institutional support, and for most other expenditure categories, assume a middle position between Roman Catholic and mainline Protestant schools.

resources can meet. The second is to observe that theological schools have developed the capacity to mount more significant institutional programs than one might assume their resources would fund," Aleshire said.

Kim Till, executive director for advancement at Dallas Theological Seminary, delivered a plenary Friday afternoon from the development perspective entitled *What Every CFO Should Know about Fundraisers and What it Takes to Raise Money*.

Together, Myers and Anthony T. Ruger (senior fellow, Auburn Center for the Study of Theological Education, Auburn Theological Seminary) concluded the conference with their discussion, *Presenting Financial Information for Accreditation Self-Study*, Saturday morning. Major topics they covered included macro issues: strategic planning, economic equilibrium, audits, endowment, physical resources, human resources, and development and advancement. ♦



The CFO Society Steering Committee included (top row, from left) Chris Meinzer (ATS), Brenda Reish (Bethany Theological Seminary), Jack Heimbichner (Denver Seminary), John Gilmore (Princeton Theological Seminary), Bill Myers (ATS), (bottom row, from left) Curtis Haynes (Lutheran Theological Seminary at Philadelphia), H. Lee Merritt (Fuller Theological Seminary), and Winston Ling (Tyndale University College and Seminary). Missing from the photo is Paula Buley (Seton Hall University).



## Character and Assessment...

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seminary and how these have been influenced and shaped by their educational experiences. They also interviewed fifty-one faculty members and academic deans. They talked with students about their journeys to seminary, the degree to which they felt prepared for theological study, their positive and negative educational experiences, the seminary's contribution to their leadership preparation, and what effect seminary has had on their core convictions. "First-term students need challenges *and* confidence builders," their report noted. "Entering seminary is a predictably stressful experience, in multiple ways; schools need to acknowledge this fact and equip students to cope better with the stress."

They encouraged faculty to address the difference between "education for an individual (e.g., can you interpret a text?) and education for a leader (e.g., how does a leader help a congregation to interpret a text?)." Students at all seven schools spoke of the value of internships, specific formation programs, and "intellectually tough professors" in their formation.

John Harris of Samford University and a consultant to the ATS project, offered concluding remarks at the conference. He stressed what he termed "assessment's only value—to increase understanding for improvement." "Assessment can't work outside a community where there are deep, common, implicit agreements," Harris said. "Organizations are organic; organisms survive by flux; change is the constant. We need to understand that an organization will go on beyond our presence within it; organizations survive individuals. Leaders are ones who facilitate the work of others, and organizations give birth to new leaders out of their corporate life." ♦



The 2004-06 Advisory Committee for Student Resources met at ATS in November. Members include (from left) John White (Pittsburgh Theological Seminary), Margaret A. Magee (Garrett-Evangelical Theological Seminary), Jeffrey W. Nave (New Orleans Baptist Theological Seminary), Patricia Rennie (Sacred Heart Major Seminary), H. Peter Swanson (Seventh-Day Adventist Theological Seminary), Susan Baldwin (Huron College Faculty of Theology), and Francis Lonsway (ATS).

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## THE MISSION

of The Association of Theological Schools in the United States and Canada is to promote the improvement and enhancement of theological schools to the benefit of communities of faith and the broader public.

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## ats EVENTS IN JANUARY & FEBRUARY

### New Presidents Seminar

January 13-15, 2005 • New Orleans, LA

New chief administrative officers are joined by experienced presidents and resource persons for an in-depth view of presidential leadership in theological education. Several themes—transitions into the presidency, understanding the *Strategic Information Report*, and reflecting on how good boards work—will be covered.

### Commission on Accrediting Meeting

January 24-26, 2005 • Pittsburgh, PA

The Commission on Accrediting of ATS will convene for its semiannual meeting to conduct and give continued guidance to the ongoing accrediting work of the Association.

### Consultation for Asians/Asian North Americans

February 4-6, 2005 • Redondo Beach, CA

This consultation offers participants the opportunity to discuss the contributions, challenges, and opportunities of Asian/Asian North American faculty and administrators in theological education.

### Development and Institutional Advancement Program (DIAP)

Conference 2005

February 17-19, 2005 • Fort Worth, TX

Designed specifically for development and institutional advancement officers in ATS schools, this annual conference offers opportunities for professional development and peer interaction in a distinctly theological context with good conversation, multiple workshops, benchmark presentations, and three keynote addresses.

### Profiles of Ministry Advanced Workshop

February 17-18, 2005 • Phoenix, AZ

The Advanced Workshop is designed for coordinators, with several years' experience, who want to explore in depth the meaning of the characteristics measured in the *Profiles of Ministry* program.

### Profiles of Ministry Interpretation II Workshop

February 21-22, 2005 • Phoenix, AZ

This workshop for Stage II focuses on interpreting profiles for Stage II of the *Profiles of Ministry* program. *By application and invitation.*

### Lilly Conference on Theological Research

February 25-27, 2005 • Pittsburgh, PA

Grant recipients and other attendees will discuss research in progress and hear presentations on various aspects of the craft of theological research, including grantseeking, writing for multiple audiences, and the relationship of this research to the aims and purposes of theological education and the intellectual needs of communities of faith.



## Stewardship: For All It's Worth

DIAP in Fort Worth, Texas



February 17-19, 2005

Radisson Plaza Hotel, Fort Worth