



# HIGHER EDUCATION & MINISTRY

General Board of Higher Education and Ministry

THE UNITED METHODIST CHURCH

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## **General Secretary's Address: Rev. Dr. Kim Cape Wednesday, March 14, 2018 Nashville, Tennessee**

Bishop McAlilly, board members, staff, and friends, it is good to be together for our spring board meeting. Thank you for your commitment to our church and our common work. Your time, talent and guidance are invaluable to us.

I share this picture of Sir Jacob Epstein's sculpture of Jacob wrestling with the angel. This powerful piece is in the British Tate Museum in London. I saw it last summer on my sabbatical. You can see the power of the Angel, and the exhaustion of Jacob. I think the Angel is bearing the entire weight of Jacob. Their faces are so close together they are probably sharing the other's breath.

(reference [appendix 1](#))

I felt a deep resonance when I saw this in July, and I feel it still. We at GBHEM are feeling the turbulence and anxiety of our denomination. We are all asked what do you think will happen? We are asked, do you think the agencies will survive? We ask ourselves: do I have a future here? My answer is I don't know what will happen. My answer is I don't have a crystal ball. I say, "never waste a crisis." We must change because the church we love is changing. We anticipate rather than react.

I look at Jacob and the Angel. The angel is holding Jacob's entire weight. The angel is powerful. The angel holds Jacob close as one beloved. Jacob is overmatched. Jacob is held, Jacob survives, Jacob is blessed, and Jacob is changed. His name is changed from Jacob, "He grasps the heel" or "Grabby," to Israel, "He struggles with God." And for the Hebrew people a name change means a changed nature. All this is God's work. Our work is to continue to wrestle. We know there is blessing in the struggle. We are navigating the turbulence of change and uncertainty as we are faithful to God and the work The United Methodist Church (UMC) has given us to do.

You have asked us to get ahead of the changing landscape using the ROI (Return on Investment) research process. With your permission, we fully engaged in the ROI survey process. We have learned a great deal. We received the preliminary ROI report, with the Leadership Team spending three full days with Patti and Jack Phillips as they walked us through the ROI process assumptions and their findings. They asked the worldwide UMC, literally thousands of people in many different roles, what is the impact of GBHEM from where you stand? How do you access resources? What are the key competencies our leaders need today? What are the key competencies our leaders will need tomorrow? As a percentage, how much has your engagement with GBHEM improved your performance as a leader? (44 percent) They also asked, if there were a service that could connect you with leadership development resources based on your need, how likely would you use it? 75 percent answered likely or extremely likely.



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The other intriguing questions were: of the following competencies, rate their importance for the present and for the future. In other words, what kind of leaders do we need in the future? Top scores were: accountability authenticity, adaptive leadership.

(reference [appendix 2](#), [appendix 3](#) and [appendix 4](#))

We have many other interesting questions to explore, and Ray and Ginger will be going into more depth in a few minutes. One of the research participants said, “The United Methodist Church is on the brink of a schism. At least five decades of steady decline. Characteristics we cannot live without: emotional intelligence, agility as a leader, spiritual and theological health, devotional life that is deep and rich, basic skills like how to run a church, think critically, and how to engage in conversations with non-Christians.”

I think we have greater clarity around what the church is asking for in producing leaders. We have named this the Ecology of Call, in an effort to describe the journey from a child to a mature, principled Christian leader who sees the world as their parish. The church needs diverse leaders who are deeply rooted in the things of God, able to navigate change, handle turbulence, overcome social distances, and be connected to the United Methodist community as they mentor others. This is our job: to be the balcony view for the denomination’s leadership formation and development, and then resource our denominational leadership process with the end in mind. I see our role as on the balcony for the whole denomination, keeping the church connected in its diversity, as we hold the tension between connectional and contextual. We must provide the nexus of a NORMATIVE, FORMATIVE, RESTORATIVE and TRANSFORMATIVE leadership process for the global UMC.

How do we help Anna Santaniello, from Medina, Tennessee, answer her call to be a missionary in Rio Bravo, Mexico? Currently, we are seen primarily a regulatory, or “normative” agency, such as helping Boards of Ordained Ministry manage the licensing process, candidacy, or the University Senate, keeping educational standards in place. We must continue this regulatory work, but we don’t necessarily have to do it the way we have always done it. Increasingly, the church is asking us to provide guidance for formative, restorative and transformative process. Formative: building competencies, Restorative: recharging energies, and transformative: exercising adaptive leadership. This requires innovation and resilience on our part. And confirms our decision to look ahead to the leadership needed in 2030 and 2050 for the people called Methodists.

It is also clear to us that this shift means we use ROI across the agency: in how we decide what outcomes meet the appropriate ROI levels. If what we are currently doing is not done with the end in mind, what will we do differently? Or stop doing? We have had several AHAs. We have greatly overestimated the capacity to change people with more information. Leaders are asking for peer to peer learning as they encounter challenges others in their role have experienced. We need to move from program to process, while, keeping the normative essentials in place.



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The global UMC needs GBHEM to network from the balcony to hold the tensions between structure and freedom, connectional and contextual, support and accountability, and memory and imagination. We must change to meet the changing needs of the church and we are.

We have changed our process in light of what we have learned from the ROI.

(reference [appendix 5](#))

We took what we received from ROI, and as a leadership table (which includes the cabinet and the program staff) said, what did you learn and how are you going to implement what you learned? What are the gaps between the present and the future? First steps include a training plan to help our staff learn the competencies we need to teach. Division of Ordained Ministry, Division of Higher Education, Administration and Global Education, then set short-term wins and are working together on our long-term strategy. Ray will be bringing an update on strategy and Ginger will share the conclusions we gleaned from the ROI process. Ronald Roberts from DVL will bring an update on our branding study.

Right now, I want to invite Anna Santaniello to share with you what she shared at the Tennessee Project Transformation Banquet last week. Some of you might remember that GBHEM gave a significant grant out of our Young Clergy Initiative in 2012 to take Project Transformation to a national level. When I heard Anna speak, I knew we needed her to speak to us today for two reasons. I wanted you to hear her story, and get a living, breathing example of the leaders God is calling forth ... to show you, Anna is the impact we hope for. We need thousands more like her. Anna is speaking for Project Transformation and into our ROI. Anna, we hear you gladly.

Respectfully submitted,  
Kim Cape



**APPENDIX**

**1: Sir Jacob Epstein's sculpture, Jacob and the Angel**





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## 2: Leadership Competencies Important Today and in the Future

| Leadership Competencies Important Today and in the Future |                 |          |      |                         |          |      |
|---|-----------------|----------|------|-------------------------|----------|------|
|   | Important Today |          |      | Important in the Future |          |      |
|   | Low             | Moderate | High | Low                     | Moderate | High |
| Accountability  |                 |          | X    |                         |          | X    |
| Active Learning   |                 |          | X    |                         |          | X    |
| Active Listening  |                 |          | X    |                         |          | X    |
| Adaptability*   |                 |          | X    |                         |          | X    |
| Adaptive Leadership*                                      |                 |          | X    |                         |          | X    |
| Agility   |                 |          | X    |                         |          | X    |
| Authenticity  |                 |          | X    |                         |          | X    |
| Change Leadership   |                 |          | X    |                         |          | X    |
| Coaching  |                 |          | X    |                         |          | X    |
| Collaborative Innovation                                  |                 |          | X    |                         |          | X    |
| Cross Cultural Competence*                                |                 |          | X    |                         |          | X    |
| Emotional Intelligence                                    |                 |          | X    |                         |          | X    |
| Entrepreneurial   |                 |          | X    |                         |          | X    |
| Financial Management                                      |                 |          | X    |                         |          | X    |
| Innovative Leadership*                                    |                 |          | X    |                         |          | X    |
| Integrity   |                 |          | X    |                         |          | X    |
| Mentorship  |                 |          | X    |                         |          | X    |
| Mindfulness   |                 |          | X    |                         |          | X    |
| Persistence   |                 |          | X    |                         |          | X    |
| Resilience  |                 |          | X    |                         |          | X    |
| Risk Taking   |                 |          | X    |                         |          | X    |
| Sociological/Ecclesiastical Imagination                   |                 |          | X    |                         |          | X    |
| Strategic Perspective                                     |                 |          | X    |                         |          | X    |
| Transformational  |                 |          | X    |                         |          | X    |
| Trust   |                 |          | X    |                         |          | X    |



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## 3: Leadership Competency Analysis for Today

| Leadership Competency Analysis for Today |                 |          |      |                           |          |          |                               |          |      |
|--|-----------------|----------|------|---------------------------|----------|----------|-------------------------------|----------|------|
|  | Important Today |          |      | Observed Frequency of Use |          |          | Observed Effectiveness of Use |          |      |
|  | Low             | Moderate | High | Rarely                    | Moderate | Frequent | Low                           | Moderate | High |
| Accountability                           |                 |          | X    |                           | X        |          |                               |          | X    |
| Active Learning                          |                 |          | X    |                           | X        |          |                               |          | X    |
| Active Listening                         |                 |          | X    |                           | X        |          |                               |          | X    |
| Adaptability                             |                 |          | X    |                           | X        |          |                               | X        |      |
| Adaptive Leadership                      |                 |          | X    |                           | X        |          |                               |          | X    |
| Agility                                  |                 |          | X    |                           | X        |          |                               | X        |      |
| Authenticity                             |                 |          | X    |                           |          | X        |                               |          | X    |
| Change Leadership                        |                 |          | X    |                           | X        |          |                               |          | X    |
| Coaching                                 |                 |          | X    |                           | X        |          |                               |          | X    |
| Collaborative Innovation                 |                 |          | X    |                           | X        |          |                               |          | X    |
| Cross Cultural Competence                |                 |          | X    |                           | X        |          |                               | X        |      |
| Emotional Intelligence                   |                 |          | X    |                           | X        |          |                               |          | X    |
| Entrepreneurial                          |                 |          | X    |                           | X        |          |                               | X        |      |
| Financial Management                     |                 |          | X    |                           |          | X        |                               |          | X    |
| Innovative Leadership                    |                 |          | X    |                           | X        |          |                               |          | X    |
| Integrity                                |                 |          | X    |                           |          | X        |                               |          | X    |
| Mentorship                               |                 |          | X    |                           | X        |          |                               |          | X    |
| Mindfulness                              |                 |          | X    |                           | X        |          |                               |          | X    |
| Persistence                              |                 |          | X    |                           |          | X        |                               |          | X    |
| Resilience                               |                 |          | X    |                           | X        |          |                               |          | X    |
| Risk Taking                              |                 |          | X    |                           | X        |          |                               | X        |      |
| Sociological/Ecclesiastical Imaginatio   |                 |          | X    |                           | X        |          |                               | X        |      |
| Strategic Perspective                    |                 |          | X    |                           | X        |          |                               |          | X    |
| Transformational                         |                 |          | X    |                           | X        |          |                               |          | X    |
| Trust                                    |                 |          | X    |                           | X        |          |                               |          | X    |



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## 4: Leadership Competency Analysis for Future

| Leadership Competency Analysis for Future |                         |          |      |                           |          |          |                               |          |      |  |
|---|-------------------------|----------|------|---------------------------|----------|----------|-------------------------------|----------|------|--|
|   | Important in the Future |          |      | Observed Frequency of Use |          |          | Observed Effectiveness of Use |          |      |  |
|   | Low                     | Moderate | High | Rarely                    | Moderate | Frequent | Low                           | Moderate | High |  |
| Accountability                            |                         |          | X    |                           | X        |          |                               |          | X    |  |
| Active Learning                           |                         |          | X    |                           | X        |          |                               |          | X    |  |
| Active Listening                          |                         |          | X    |                           | X        |          |                               |          | X    |  |
| Adaptability                              |                         |          | X    |                           | X        |          |                               | X        |      |  |
| Adaptive Leadership                       |                         |          | X    |                           | X        |          |                               |          | X    |  |
| Agility                                   |                         |          | X    |                           | X        |          |                               | X        |      |  |
| Authenticity                              |                         |          | X    |                           |          | X        |                               |          | X    |  |
| Change Leadership                         |                         |          | X    |                           | X        |          |                               |          | X    |  |
| Coaching                                  |                         |          | X    |                           | X        |          |                               |          | X    |  |
| Collaborative Innovation                  |                         |          | X    |                           | X        |          |                               |          | X    |  |
| Cross Cultural Competence                 |                         |          | X    |                           | X        |          |                               | X        |      |  |
| Emotional Intelligence                    |                         |          | X    |                           | X        |          |                               |          | X    |  |
| Entrepreneurial                           |                         |          | X    |                           | X        |          |                               | X        |      |  |
| Financial Management                      |                         |          | X    |                           |          | X        |                               |          | X    |  |
| Innovative Leadership                     |                         |          | X    |                           | X        |          |                               |          | X    |  |
| Integrity                                 |                         |          | X    |                           |          | X        |                               |          | X    |  |
| Mentorship                                |                         |          | X    |                           | X        |          |                               |          | X    |  |
| Mindfulness                               |                         |          | X    |                           | X        |          |                               |          | X    |  |
| Persistence                               |                         |          | X    |                           |          | X        |                               |          | X    |  |
| Resilience                                |                         |          | X    |                           | X        |          |                               |          | X    |  |
| Risk Taking                               |                         |          | X    |                           | X        |          |                               | X        |      |  |
| Sociological/Ecclesiastical Imagination   |                         |          | X    |                           | X        |          |                               | X        |      |  |
| Strategic Perspective                     |                         |          | X    |                           | X        |          |                               |          | X    |  |
| Transformational                          |                         |          | X    |                           | X        |          |                               |          | X    |  |
| Trust                                     |                         |          | X    |                           | X        |          |                               |          | X    |  |



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## 5: Way Ahead

