

# **THE SEATTLE SCHOOL** 2012 ANNUAL REPORT



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THE MISSION OF THE SEATTLE SCHOOL OF  
THEOLOGY & PSYCHOLOGY IS TO TRAIN PEOPLE TO  
BE COMPETENT IN THE STUDY OF TEXT, SOUL, AND  
CULTURE IN ORDER TO SERVE GOD AND NEIGHBOR  
THROUGH TRANSFORMING RELATIONSHIPS.

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# I believe in the power of words.

Perhaps that is why I love to study the origin of words – all words. You hold in your hand, or view on a screen, a report of a year in time, 2012. What is the meaning of the word, “report”? Where did the word come from? I think you’ll like this: The Old French origin is “to carry back” but in the 1580’s it meant “resounding noise” which doesn’t advocate well for one to read a report. It can mean “to make known” but the meaning I like best goes way back to the Akkadian roots where it means “crossing over.” Another translation found in II Samuel 18:19 is “to carry” or better yet “to ferry across.” Since I take a Washington State Ferry every day to The Seattle School that image has visual meaning for me. How is an annual report like the green and white ferry from Bainbridge Island?

It speaks of something that is done every day. An annual report is the aggregation of everyday work, decisions, priorities, and tasks done by our talented and committed faculty and staff.

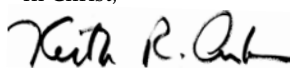
It speaks of something that intends to consistently deliver people to their destination. Our annual report is a way to make known what we have delivered in our students’ lives. It is about outcomes. And, like the ferries, sometimes, on rare occasions, it doesn’t quite arrive when I thought it would.

It speaks of something that happens in the vagaries of waves, wind, and weather. This morning our captain reported from the wheelhouse there was a crash on a Staten Island Ferry in New York City. Crashes and collisions can happen. Our annual report calls out what we have done in “sickness and in health,” in times of sunshine and light, and times of challenge and darkness. If it is done well, it tells an honest story of what we have accomplished and where we have missed our marks.

And, in the Akkadian there is even a reference to “carry over” as a picture of bearing children. Our hope is always to bring new life, transformatively and in nurture. In November, a healthy little girl named Lucy made her way into life with the help of the deck crew on the super-ferry, *The Tacoma*. Our annual report is our story of the birthing of new visions, hopes, dreams, and skills needed in the new parish and the world as it is coming to be.

As you read our report, I ask you to hold those pictures in your mind. I ask you to read our report, not simply as a “comprehensive document which notates numbers and activities” but rather picture a vehicle to carry back to you – our supporters and interested friends – a boatload of meaning and a declaration of a vision to train people to be competent in the study of text, soul, and culture in order to serve God and neighbor through transforming relationships.

In Christ,



Keith Anderson  
President

### *Our Mission is Clear and Our Footing is Strong*

For years we have said, “We need to build systems and structures, achieve accreditation, stabilize enrollment, and find new donors. We need to do whatever it takes to survive.” I want to report to you that something has changed internally – in us – we’re in transition now from following the survival guide to seeing and thinking twenty years out. We believe, more than ever, that we will still be in business in 2032, and have started planning accordingly. There is internal momentum for that – we believe it now. There’s an organizational culture shift that has moved beyond survival and “whatever it takes” to strategic envisioning for a sustainable future.

The future will be built on our mission and our identity:

- › **Missional Clarity:** We desire more than to simply see clinicians licensed and pastors ordained; our hope is to mobilize provocateurs for change. We are developing a generation of people who are uniquely trained to serve God and neighbor.
- › **Solid Identity:** We are a Christ-centered organization. We declare our commitment to God, the Nicene Creed, the tenets of Scripture and to our mission. This is our identity.
- › **Unique Role:** We are committed to vibrant and generative discourse. We want to exist in the intersections of life, of text, soul, and culture. Discourse takes place when we stand somewhere even as we engage each other.

## ACADEMICS & ADMISSIONS

This year, the Admissions team, led by Nicole Greenwald, executed a highly successful recruitment strategy with equal parts art and science. Admissions effectively communicates our mission while at the same time conducts the difficult analytic work to pursue the right students out of the large inquiry pool.

Academics, under Derek McNeil's leadership, continues to train students in their careers and in living out our mission in their communities. This has led to one of the highest rates of student retention in the industry. Students are living out our mission to serve God and neighbor through transforming relationships.



"Even after a few years in Admissions, I am still amazed that prospective students so easily grasp what sets The Seattle School apart from other higher education choices – they want to do the interdisciplinary work of text, soul and culture."

—Nicole Greenwald,  
Director of Admissions

### ADMISSIONS RESULTS FOR 2012

# 794

INQUIRIES FOR OUR DEGREE PROGRAMS.  
OUR INQUIRY-TO-APPLICANT CONVERSION  
RATE WAS 21% – 10% HIGHER THAN 2011.

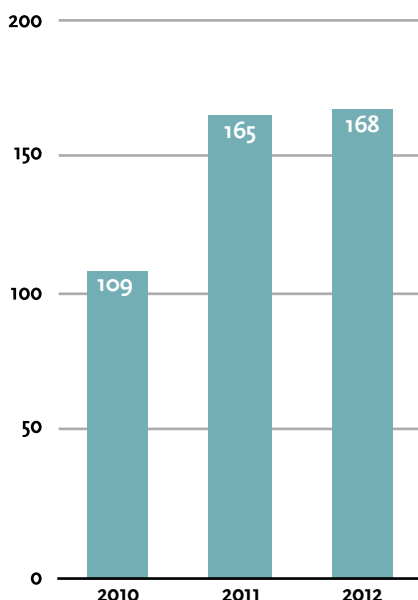
# 168

COMPLETED APPLICANTS TO THE SEATTLE  
SCHOOL DEGREE PROGRAMS. THIS WAS  
AN 11% INCREASE FROM 2011.

# 98

ENROLLED STUDENTS FOR 2012, BEATING OUR  
ADMISSIONS GOAL OF 90 STUDENTS BY 9%.

### COMPLETED APPLICATIONS



# ALUMNI

In the three-year strategic plan adopted in 2010, The Seattle School committed to building a sustainable relationship with Alumni. Three years later, we built an organizational structure that will support this commitment for years to come. Under Paul Steinke's leadership, the Alumni Quad and Alumni Coordinator are focusing their work in the following areas: developing alumni curriculum, growing out of state alumni chapters, strengthening communication and networking opportunities, encouraging alumni giving, and facilitating alumni life-cycle events.



*"Our alumni are the ones who lead The Seattle School beyond the walls of 2501 Elliott Avenue as they strive to live out their calling in the communities in which they love and serve. Our credibility as an institution rests on the work they do and the lives they live."*

—Paul Steinke  
Dean of Students and Alumni

## REALMS OF ALUMNI WORK

- HOMELESSNESS
- ADDICTION
- GENDER ISSUES
- SEXUAL ABUSE
- GRIEF & LOSS
- HOSPICE CARE
- DOMESTIC VIOLENCE
- MARRIAGE & FAMILY
- CHILDREN & ADOLESCENTS
- FOSTER CARE & ADOPTION
- AGING & DEMENTIA
- EATING DISORDERS
- SPECIAL EDUCATION
- PERINATAL THERAPY
- MILITARY
- TRAUMA
- MEDICAL FAMILY THERAPY
- ACADEMIA
- ACADEMIC ADVISING
- LEADERSHIP CONSULTATION
- ORGANIZATIONAL DEVELOPMENT
- CULTURAL IDENTITY
- SPORTS PSYCHOLOGY
- THEOLOGICAL ETHICS
- PRACTICAL THEOLOGY
- HUMAN TRAFFICKING
- POVERTY
- COMMUNITY DEVELOPMENT
- SPIRITUAL DIRECTION
- ISSUES OF FAITH
- CAREER COUNSELING
- THIRD CULTURE KIDS
- PUBLIC POLICY
- THE ARTS

## ALUMNI SURVEY RESULTS

**62%**  
OF OUR ALUMNI OBTAIN A JOB IN  
THEIR CHOSEN FIELD WITHIN THE  
FIRST SIX MONTHS OF GRADUATION

**71%**  
OBTAIN A JOB IN THEIR CHOSEN FIELD  
WITHIN ONE YEAR OF GRADUATION

**92%**  
OF OUR ALUMNI PERCEIVE THEIR  
EDUCATION AT THE SEATTLE SCHOOL  
AS VALUABLE.



# THE ALLENDER CENTER

There is a growing clarity as to the purpose of The Allender Center. It is to activate large-scale culture change within the church through equipping congregations to engage story in a way that authentically addresses the impact of trauma and abuse on the human heart. We know more than ever the effectiveness of the Allender approach to narrative and Gospel – we have heard the stories of how a conference, a workshop, a conversation with an Allender Center staffer, has brought about transformation. The major task that lies ahead is increasing the number of people and communities receiving training each year.

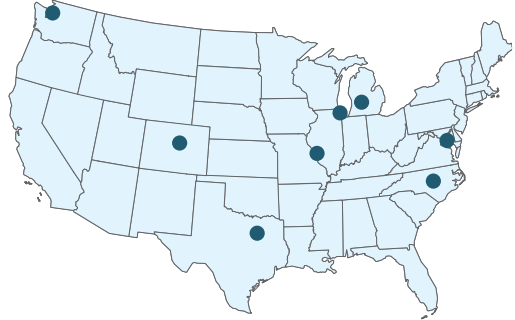
## THE ALLENDER CENTER CONFERENCE, WORKSHOP, AND CERTIFICATE ATTENDANCE FOR FISCAL YEAR 2011-2012

**1880**  
CONFERENCE  
ATTENDEES

**324**  
WORKSHOP  
ATTENDEES

**40**  
CERTIFICATE  
PARTICIPANTS

**17**  
CONFERENCES & EVENTS  
IN EIGHT CITIES  
CHAPEL HILL, CHICAGO, DALLAS,  
DENVER, ST. LOUIS, SEATTLE,  
WASHINGTON D.C., KALAMAZOO



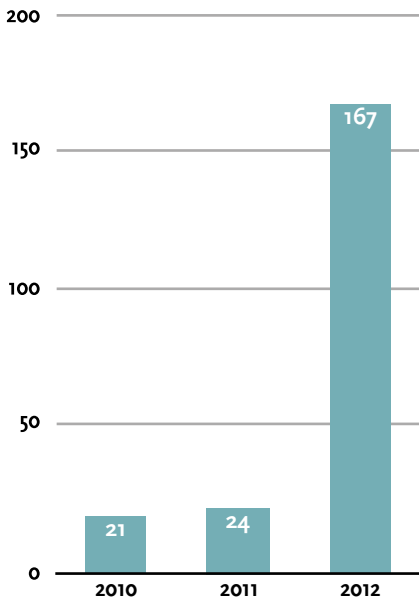
*“From Ethiopia to Chicago to Seattle – I know this to be true: Until a person tells their story, their whole story, they will not be healed. It is only in the telling of these stories that we will know freedom from shame.”*

— Dan Allender,  
Founder of The Seattle School and The Allender Center

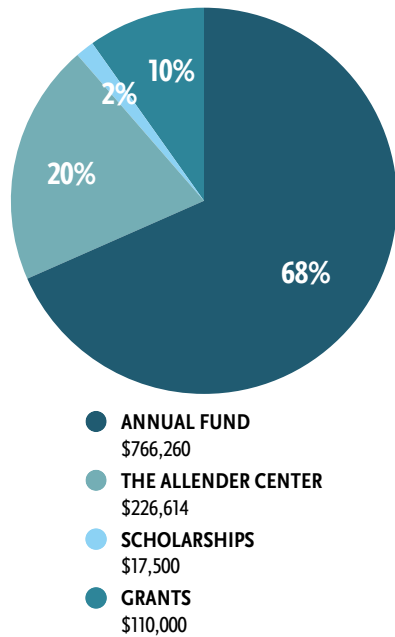
## DONOR DEVELOPMENT

The theme for our fundraising efforts in 2012 was “All Hands on Deck.” We sought to effectively invite all of our constituents to generously support our mission, with a guiding belief that together we can accomplish great things. Our invitation was well received, as evidenced by an increase in giving from our Board of Trustees, Staff & Faculty, Alumni, and friends of The Allender Center. Together, we provided the necessary funds to advance and grow our mission.

### NUMBER OF ALUMNI GIFTS



### BREAKDOWN OF GIFTS GIVEN



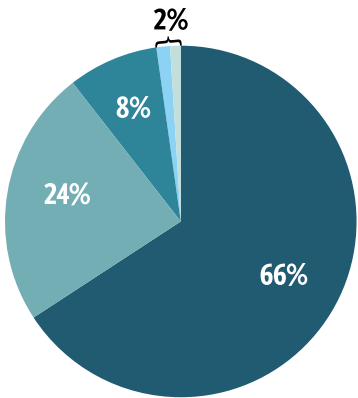
*“I’m thankful for every gift given, but I was especially proud of the generosity of our Faculty and Alumni, who together raised \$17,000 for student scholarships. This was a defining moment for our school – an opportunity for us to tell a new story.”*

*—Jordan Rickard,  
Manager of Donor Development*



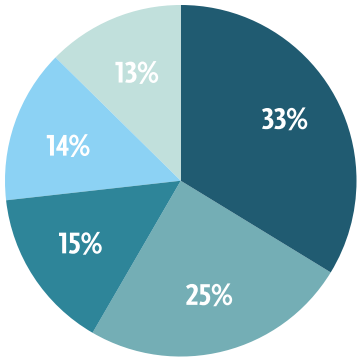
# REVENUE REPORT

## Revenue Sources



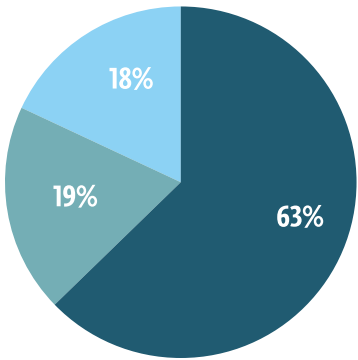
- **STUDENT TUITION & FEES, NET OF SCHOLARSHIPS**  
\$3,135,360
- **PRIVATE GIFTS**  
\$1,128,003
- **CONFERENCES**  
\$396,043
- **OTHER REVENUE**  
\$59,656
- **FEDERAL STUDENT WORKSTUDY GRANTS**  
\$46,279

## Expenses by Function



- **INSTRUCTIONAL SERVICES**  
\$1,607,466
- **INSTITUTIONAL SUPPORT**  
\$1,174,325
- **ACADEMIC SUPPORT**  
\$708,094
- **STUDENT SERVICES**  
\$674,439
- **PUBLIC SERVICES (CONFERENCES & BOOKSTORE)**  
\$601,350

## Expenses by Object



- **SALARIES & BENEFITS**  
\$2,989,597
- **FACILITY (INCLUDING UTILITIES)**  
\$916,208
- **OTHER EXPENSES**  
\$859,869

# A YEAR IN REVIEW

*Highlights from 2012*

- › New hires in 2012 include Ron Ruthruff, as visiting faculty of Theology & Culture, and Carolyn Christmas as our new Director of Student Financial Services. Ron will help build our MATC program and Carolyn brings over 12 years of experience in Financial Aid.
- › Created three new staff positions: Carin Taylor in the role of Alumni Coordinator. Carin joins Paul Steinke in the work of keeping connected with our alumni. Trishelle Edwards joins us in the new role of Certificates and Events Coordinator. Trishelle will work to build out The Seattle School lectures and events. Ashlee Knight joins us in the role of Admissions Counselor for Psychology programs. Ashlee will help guide prospective students through the MACP program.
- › Expanded our technological framework, including bringing in more departments within the Salesforce CRM system, developing a new registration system for our all events, and relaunching The Allender Center website with a more intuitive and engaging design.
- › The launch of two more certificates: the Lay Counseling Certificate, taking place alongside the Advanced Counseling Certificate in Chicago, and the Leadership in the New Parish Certificate in Seattle.
- › Completed our self-study for ATS accreditation and began preparation for their spring visit.
- › Launched Instagram and Youtube channels for a larger social media presence. These two additions join our burgeoning Facebook and Twitter channels.
- › Submitted a \$125,000 request to fund a Marketing & Technology Initiative and secured a \$55,000 “top-off grant” from the M.J. Murdock Charitable Trust. The initiative involves receiving professional consultation, redesigning our website, as well as an influx of funds for additional advertising campaigns. The Trust awarded us \$55,000 to fund the redesign of the website on the condition we raise the remaining \$70,000, which we accomplished through donations.
- › Reorganized our technology infrastructure with updated servers and wireless networking.
- › Renamed our Master of Arts in Christian Studies to Master of Arts in Theology & Culture. This new name more accurately captures the educational aims of inviting students to engage the biblical text, the human soul, and the complexity of culture, for the sake of compassionately and creatively living in the world in various vocational capacities and callings.

## BOARD OF TRUSTEES

**Mike Anderson**

*Chair*

Chief Financial Officer,  
James Farrell & Co.

**Fil Anderson**

*Trustee*

Executive Director,  
Journey Resources

**Brian Canlis**

*Trustee*

Owner,  
Canlis Restaurant

**Dr. David Brandt**

*Trustee*

President Emeritus,  
George Fox University

**Tim Conder**

*Trustee*

Pastor,  
Emmaus Way Church

**Dr. Richard Gathro**

*Trustee*

Director, Pepperdine University,  
Washington DC Program

**Romanita Hairston**

*Trustee*

Vice President of U.S. Programs,  
World Vision

**Lisa Kruse**

*Trustee*

Licensed Clinical Therapist

**Dr. Dan B. Allender**

*Ex Officio Director as Founder (non-voting member)*

Professor, The Seattle School of  
Theology & Psychology

**Dr. Keith R. Anderson**

*Ex Officio Director as President*

President and Professor of Practical  
Theology, The Seattle School of  
Theology & Psychology

*President's Table, Executive Members \$10,000+*

|                              |                        |
|------------------------------|------------------------|
| Mike & Myra McCoy            | Douglas & Kathy McClay |
| Lisa Kruse & George Long     | Paul & Cheryl Goodwin  |
| Tony & Denise Bartel         | William D. Bone        |
| Jon & Kate Weinstein         | Mark & Lisa Daley      |
| Drew & Liza Howell,          | Dan & Rebecca Allender |
| Hope Through Life Foundation | John & Stasi Eldredge  |
| Ann Armstrong                | Anonymous              |
| Jack & Lois Easterling       |                        |

*President's Table \$1,000+*

|                                  |                            |
|----------------------------------|----------------------------|
| Andrew & Cary Umhau              | Ray & MaryJane Apple       |
| Bill Fisher                      | Nathan & Kate Sweet        |
| Keith & Wendy Anderson           | Paul & Claudia Schulte     |
| Dorothy McJunkin                 | Wes & Cynthia VanderArk    |
| Phil & Candy Bishop              | Chris & Melissa Roe        |
| George & Gail Foster             | Jason & Jennifer Jost      |
| Calixto & Maritza Blanco         | Rich & Kathrine Gathro     |
| Patrick & Gail Walker            | Tegan Collier              |
| Bart & Jamie Eppenauer           | Brian & Leslie Quartano    |
| Mark & Linda Hoyt                | Chad & Trishelle Edwards   |
| Frank & Catey Pannier            | Hal & Tabitha Gatewood     |
| Dave & Meg Dupee                 | Jane Clegg                 |
| Tremper & Alice Longman          | Jennifer Steinke           |
| Jim & Rachel Clifton             | Jim & Mary Kretchman       |
| Clare & Roland Andreasson        | John & Jeannie Rivard      |
| Ramona Fisher                    | Mike & Stephanie Anderson  |
| Roger Kacmarik & Stephanie Neill | Paul & Maureen Gebben      |
| Roy & Marie Barsness             | Phil & Kathleen Collins    |
| Melanie Lindell                  | Sandra & Gary Wittevrangel |
| Keith Strimple                   | Anonymous                  |

*Partner \$1+*

|                         |                          |                            |                           |
|-------------------------|--------------------------|----------------------------|---------------------------|
| Karen Luk               | Carole Anne Coryell      | Leona Foley                | Scott Gibson              |
| Tim & Mimi Conder       | David & Melva Brandt     | Linda Campbell             | Practicum I Synchronicity |
| Trevin & Allison Chow   | David & Michelle Stearns | Milton & Kimberly Smith    | Paul & Sarah Steinke      |
| Stacy & Veronica Rude   | Corinne & Randee Vance   | Sue & Larry Richards       | James & Susan Williams    |
| Derek & Brenda McNeil   | Elaine Lee               | Linda Rickard Foresta      | Amanda Webb               |
| Andrew & Christy Bauman | Gwynne Johnson           | Romanita Hairston          | Susan McDonald            |
| Brandon Weber           | Jamie Lee Moore          | Jeanette Houghtelling      | Brian Bragdon             |
| Brian & Rebecca Canlis  | Jane Kim                 | Ruby Takushi & Mark Chinch | Abbie Bates               |
| Katherine Muckle        | Jim & Jan Ancmon         | Jeanette & Campbell White  | Deborah Mott              |
| Ken & Jo-Ann Badley     | Karen & Bud Royer        | Jeanette Scott             | Angela Waggoner           |
| Lacie Morrison          | Lawson & Gloria Magruder | Kathleen Heppell           | Brenda Colby              |

|                           |                           |                              |                             |
|---------------------------|---------------------------|------------------------------|-----------------------------|
| Bryan & Angela Nixon      | Gary Crum                 | Nicole Greenwald             | Jon & Anne Dewaal           |
| Dean & Patti Orrico       | Jayne & Erinn Koerselman  | Paul & Patricia Dinkins      | Jonathan Myers              |
| Derek & Renee Gallahan    | Jennifer Payne            | Paula Young                  | Josh Ensley                 |
| Doug & Laura Wade Shirley | Jenny Wilson              | Richard Kim                  | Joshua Longbrake            |
| Dwight & Judy Smith       | Joel & Jennifer Murphy    | Rich Sclafani                | Kaitlyn Sperline            |
| Gary & Barbara Ames       | Jordan & Kate Rickard     | Sean Jackson                 | Kj Swanson                  |
| Gina & Bryon Waggoner     | Julie & John Cake         | Steve Dulaney                | Lacy Ellman                 |
| Josh & Amanda Sandoz      | Kelli Mechelke            | Toni Sullivan                | Letha Gillisse              |
| Mike & Ginnie Moss        | Kimberly Ibarra           | Alison Soike                 | Lucas Abernathy             |
| Patricia Harrison         | Mark Benjamin             | Jennifer Roach               | M. Joe & Faye Anne Fulwyler |
| Tim & Marian Morris       | MaryJane Wilt             | Jacob & Angela Oetama-Paul   | Mark Closson                |
| Tom Lianza                | Michael Audas             | Shelley Pearson              | Mark Dotson                 |
| Josué & Nicole Blanco     | Michele & Jon Kelk        | Andrew & Lisa Carlson        | Matthew & Stephanie Tigert  |
| Carin & Matt Taylor       | Molly Kenzler             | Andy & Laurel McCoy          | Matthew Shedden             |
| Jeff & Kristen Houston    | Newton Breiter            | Barry Westbrook              | Meghan Mullarkey            |
| Alison Corben             | Randy & Gayle Schulz      | Ben & Sara Oldham            | Michael & Melody Jones      |
| Annabel Link              | Ruth Dirks                | Caroline Plummer             | Michellanne McNeil          |
| Bruce & Debra Roquet      | Ruth Wiley                | Chris Moseman                | Paul & Anne Belk            |
| Craig & Renee Lockhart    | Scarlet Cramer            | Chris Roberts                | Paula Womack                |
| Dwight & Lynette Friesen  | Susan & Jamin Hendrix     | Christina Montsma            | Phil & Ruth Nellis          |
| Katherine Ray             | Susan Kim                 | Christine Canty              | Renie Cline                 |
| Lisa Harrell              | Thomas & Adrienne Crowley | Colleen Barrows              | Robert & Melanie Gillgrist  |
| Matthew Prentice          | Tom & Nancy Peters        | Daniel Tidwell               | Ronna Detrick               |
| Tom & Michele Johnson     | Nick & Michaela Cox       | Dan Woodard                  | Rosemary Crawford           |
| Thomas Cashman            | Cheryl Shay               | David Fulton                 | Ryan Moore                  |
| Deborah Franz             | Christine Fall            | Deb Montgomery               | Sarah Adams                 |
| Noelle & Casey Olmstead   | Michael & Rebecca Souza   | Dorothy & Billy Curtis       | Sharmayne Arrington         |
| Angela Barnhart           | Rachael Clinton           | Janae Baker                  | Shauna & Brian Gauthier     |
| Jane Barry                | Sid & Kartha Heinz        | Christine & Jeffrey Ramsdale | Shelda Bartels              |
| Killian Noe               | Bethany Gardner           | Ed Volz                      | Smruti Desai                |
| Tyler & Anita Aberle      | Dale & Elizabeth Helt     | Elizabeth McCarty            | Solomon Chan                |
| Patricia Lee              | David & Carrie Sellers    | Ellen Park                   | Steve & Janet Peck          |
| Elise Cadwell             | Gena Azar                 | Eric Borgh                   | Steve & Meredith Dancause   |
| Selena Gray               | Ian Isbell                | Eric Nicolaysen              | Tracy Ziebell               |
| Trevin & Allison Chow     | James & Susan MacFarlane  | Grace Nichols                | Troy & Ashley Tiberi        |
| Angela & Steven Olson     | Jarrold & Taryn Shappell  | Heather & Jay Stringer       | Tucker FitzGerald           |
| Ben & Cherie Katt         | Jody Olson                | Jamelyn Keatts               | Young Soo Kang              |
| Bill & Kayce Hughlett     | Julienne Reid             | Jeff Lynk                    | Zach Rupp                   |
| Bruce & Margret Edstrom   | Kasey Hitt                | Jeffrey & Jesse Batstone     | Amy Wilson                  |
| David Smith               | Katy Leet                 | Jeffrey Baker                | Barbara Galbraith           |
| Dr. & Mrs. Ronald Carson  | Kelly Powers              | Jeremy & Jenny Dew           | Tammy Shih                  |
| Merla Hammack             | Max Matthews              | Joel Vandenbrink             | Jen Grabarczyk              |
| Edward Ballance           | Michael & Annie Biers     | John & Julie Powless         | Anonymous                   |

# WHAT LEGACY WILL YOU LEAVE?



*“Leaving a legacy to The Seattle School represents our deep gratitude to God and to the men and women, professors, and staff at the school who have battled on our behalf...God is on the move at The Seattle School and we know our gift will support the transformation He is bringing about through it.”*

*—Corinne (MACP & MACS ‘11) &  
Randee Vance*

## *Planned Gifts Benefit The Seattle School and You*

Gifts through your estate provide important benefits to you and The Seattle School of Theology & Psychology. Gifts may be made by will or trust, through which you may direct either a specific dollar amount (e.g. \$25,000) or a percentage (e.g. 25%). In addition, you may designate your gift to support a particular program or department of interest to you. Through your planned gift you can:

- › Preserve current assets.
- › Reduce or eliminate federal estate taxes.
- › Make an enduring contribution to The Seattle School.
- › Become a member of The Legacy Group.

*Learn more about donating at [theseattleschool.edu/partner](http://theseattleschool.edu/partner).*



## *About The Seattle School*

The Seattle School is a progressive, multi-denominational institution. The mission of The Seattle School is to train people to be competent in the study of text, soul, and culture in order to serve God and neighbor through transforming relationships. Founded upon the belief that the presence of our Triune God is continually revealed through relationship, The Seattle School is a learning community informed by an incarnational theology. As persons created in the image of God, we seek to honor the other as sacred and adopt a way of being that is filled with awe, gratitude, and hope.

The Seattle School is training therapists, pastors, artists, and leaders to take the concepts of text, soul, and culture to their zenith – an engagement of the Kingdom of God in the lives of real people.

## *Our Programs & Offerings*

### **Graduate Degrees**

*Master of Arts in Counseling Psychology*

*Master of Divinity*

*Master of Arts in Theology & Culture*

### **Professional & Vocational Development**

*Leadership in the New Parish Certificate*

*Advanced Counseling Certificate at The Allender Center*

*Lay Counseling Certificate at The Allender Center*

*Continuing Education Units*

### **Conferences & Workshops**

*Intimate Mystery*

*Abuse Helpers Training*

*Recovery Week*

*The Story Workshop*

*The Marriage Workshop*

*Wounded Heart*

*Bold Purpose*

*Redeeming Sexuality*

*Learning to Love Your Story*

*Leading with a Limp*



The  
Seattle  
School  
OF THEOLOGY  
& PSYCHOLOGY

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Seattle, Washington  
9 8 1 2 1

*theseattleschool.edu*