

Do we want UTS/Barrytown to be successful?

Donna Ferrantello
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Most people will say "Yes" to this question; but many people may not know how to create a better future for UTS/Barrytown. Here are some straight answers to the question of how we can create success, based on my years of experience participating in education and leadership and also observing many of our leadership endeavors. I was Vice-President of a successful and active Graduate Association at Drew University and Director of the Graduate Orientation for 300 students. I worked with the Deans and the then Drew President, former Governor Thomas Kean. In addition to using my God-given gifts of intuition and strategic thinking, I learned a lot about best leadership practices as well as God's presence.

For a start, it is essential to choose a President and/or leader who is willing to create change and success by being a person who loves relating to people, but who has "tough Love" and is willing to be different, bold and innovative in leadership practices. In a recent sermon, Bishop T.D. Jakes remarked, "Being a misfit can be an excellent quality for leadership." What he meant was that a leader needs to relate with the group, but stay "above the fray" so to speak. The leader should not be someone who needs to fit in with the existing status quo or group standard. She/he needs to bring the group to higher ground and greater success. If a leader needs the group approval too much and is not willing to take a stand to improve practices within the group, then the group has succeeded to bring the leader down to its level; instead of the leader bringing the group to a new level of relating, of best practices and other successful strategies.

For a religious and educational institution such as Barrytown/UTS, founded by True Parents, the leader needs to set the standard of prayer and connecting with God for all team and institutional endeavors. Yes, with God "all things are possible;" but if we don't keep our minds on God's guidance and lead our team meetings with a prayer for God to intervene and instruct us--- then, we can decline into a secular and business atmosphere where we are relying only on the horizontal, rather than seeking the vertical mind and heart of our God, who is much smarter than any of us. Drawing from the best business and academic standards are recommended, but not without the lead call being from a higher consciousness. As a Christian and Interfaith organization, we need to be the model for leadership. That is why I don't think that trying to be Cornell or Harvard is a worthy mantra. We have a spiritual realm and foundation that supports the Providential call for bringing God and Interfaith engagement and harmony to a world ridden with war and evil. As I have felt spiritually, when we acknowledge and promote our uniqueness as a new institution of learning and spirituality, we are supported by the vast and expansive invisible realm of good ancestors and helping guides to accomplish our stated tasks. It is fine to want academic excellence and strive for this as a complementary quality, but it is the higher purpose that Barrytown was founded on by True Parents [and Dr. David S.C. Kim] to create Interfaith harmony and world peace. Many small colleges, that still have enrollment around 100 students, have still endured and excelled based on having a unique contribution to society and being proud of it! Our Founder's vision is to take a stand for World Peace and Interfaith and to strive to expand for the salvation of the world.

If we get that right, we have a fighting chance! Then, we can also attend to our human restoration that comes from individual responsibility and a capable leader who can steer the team toward success. A successful leader will have studied group dynamics and the psychology of behavior. Most groups exert both overt and covert agenda and attitudes. Groups conform to dominating tendencies based on assertiveness and compliance where individuals compete or submit to various roles. Since most groups are not wholly (holy) healthy, a leader will need to see when individuals mask their covert agenda and either consciously or unconsciously create dysfunctional systems within their working relationships. While training as a Chaplain, I also examined these processes within group dynamics that can be fascinating to see, but disastrous when a poorly trained leader or supervisor cannot lead the group well. For example, people sometimes use "pairing up with another" as an overt task orientation, but also have the covert agenda of leaving others on the team out. Leaders may buy into the hidden agendas by following the attitudes of those in the group, or those who are perceived by the leader as more influential or stronger than her/him, rather than taking action to balance the team. In these cases, the team support goes to only some people on the team, to the exclusion of others. Scapegoating occurs when frustrating projects, jealousies or past hidden agendas exist. Dysfunctional relating, internal sabotaging and lack of achieving successful goals are common challenges within groups.

Good leadership will encourage individuals to examine who they are, what their goals are and how they are relating with all members of the team. A leader who allows for the dysfunctional habits and/or fallen nature of her/his team, and tries to "fit in with the status quo" rather than reaching for improvement in conscious and unconscious agendas within group behavior will only bring repeated failure. At Drew University, President Thomas Kean was known to bring individuals and administrators together to work out problems. He often insisted that they work together rather than side with one individual and leave out another. While working with him, I experienced his manner as Fatherly, kind, and diplomatic---but assertive, decisive and tough when needed. He focused on essential best practices of relationship.

One amazing story in my work with the Drew Graduate program was our commitment to pray for the President, the students and our activities. In fact, when we began in 1987, we had an administrator who was known to be bigoted toward some students. For example, when a few Chinese and African students went to request additional financial aid, they were told, "If you don't like it; just go back to China!" As a UC missionary with low income, I was initially completely denied financial aid. When I applied to transfer into the Dept. of Theology, the response was "Because of your seminary background, you will probably not pass the doctoral exams." (Hello... discrimination, my old friend!) The previous President [Before Governor Kean came on board] was a political ally of this administrator and did not help the situation. So the GSA President and I prayed for God to intervene and bring in a better leader. We met and prayed for weeks on end it seemed! To our complete surprise, the Board of Trustees asked for a new Presidential search. Former Governor Thomas Kean was elected the new Drew President. After a time period of observation and relating with all in the university, he "asked" this graduate administrator to resign. A new graduate administrator was appointed in addition to having this wonderful new President! We graduate students had a party to celebrate how God had responded so justly and lovingly to our prayers! And, President Thomas Kean brought many successful goals to fruition for Drew University!

Another important point for our Interfaith educational institutions, we need to require that non-UC administrators, faculty and staff formally learn about our uniqueness by attending a 4-day ODP seminar and several other events, such as UPF or ACLC events. This is not a requirement of conversion, but a necessary education about what they are representing in being hired by UTS/Barrytown College. We are not just like other religious colleges or seminaries; we have a unique founding and history, theology and Interfaith aspirations toward World Peace. To properly promote our college or seminary, all involved need to be upfront about who we are and forthrightly stand for us in public ways, regardless of individual faith affiliations. We can't have important administrators, faculty or staff hiding their involvement with us and not promoting our Interfaith nature to the public. If we hire outside people of influence, then we need to expect them to influence others for the sake of the success of our academic institutions. We need to hold them accountable to the job and salary we are paying them for.

In line with financial goals for success, we need to find new strategies for financial philanthropic and business opportunities for UTS/Barrytown. As Rev. Jenkins recently reported, The Peace Palace Educational Building in Las Vegas is being managed by a company that will rent it out for conferences so that it will pay for itself and not drain church money. Likewise, our UTS/Barrytown administrators need to have this fresh, bold and innovative approach to gaining financial solvency, instead of crying to the church and/or alumni for the monies that they don't have. Our founder asked that the seminary start its own businesses and he also asked for people to be bold in fundraising and involving patrons and like-minded supporters from our Tribal Messiah activities. The historic Massena Manor that overlooks the Hudson River can be an excellent conference center that will interest the historic Barrytown and New Yorker community. We can outreach and collaborate with other groups to find the funds to create this community conference center. In the neighboring Bard College, a past President required that all Board of Trustees be major donors and/or find people who could donate to the college... or get off the board. (Story goes that he asked each trustee to donate \$10,000.) An administrator needs to be strong and bold in these vision and financial matters...and don't stoop to small mindedness in your staff, or board of trustees, and need for approval from them. There will always be new people and fresh blood who will want to join your team, if that is needed.

Additionally, we need to stop misusing the loyalty of appointing friends or favorites to positions. If a person does not have the professional requirements for a position, don't hire him/her. Find the person who is best qualified for a position. Especially for a professional educational institution, we cannot afford to have people who don't know accounting; finances; architectural, building and facilities management; public relations, marketing and recruiting. The area of public relations and marketing is a crucial, essential area. We can't understate this. When you look at the websites for seminaries today, these institutions are hiring not one, but two and three development officers as well as professional marketing and public relations people. They understand that the game on is: market, market, market. Advertise, advertise, advertise....Upgrade, upgrade, upgrade. Update that old website and add fresh pictures and graphics. Take out the flippant, New Yorker articles and add inspiring articles about healing, spirituality, Chaplaincy and education. Periodically review them. Use media, newspapers, internet, mailings, TV, radio, signages etc. Market to high schools...there are thousands of them...send people, even your faculty, out to do presentations. A small fledgling school must do this! If the seminary is in urban Manhattan, maximize your urban presence...be present to Grand Central and Bryant Park contexts....study those who already have surpassed our institution in gaining the market for Interfaith and be willing to revise and innovate new strategies....Revive the New Era Conferences at Barrytown on a bimonthly basis....make low-cost conferences for both Manhattan and Barrytown marketing. Widen your net of outreach and embrace the leadership of your alumni to attend your committee and strategic planning meetings. Stop keeping the circle of leadership small and exclusive....Create widening leadership circles. If HSA created a tier of UTS seminarian and graduate leadership alongside the very few, select HSA employed staff---we would have a very, very empowered movement that could begin to sing with activities!!!

Lastly, but not least in importance... Please hire full-time women faculty and administrators where you can. It is very odd, unprovidential and dis-Unificationist to not have full-time women faculty. I would not want my daughter to go to an institution that does not have a balance of full-time women on the faculty. Due to the Founder's proclaimed "Pacific Era of Women In Leadership" and the providential spiritual unity of women and men in education for the Completed Testament Era (UT), it is a serious error to exclude women from intellectual leadership. Instead of two half-time male faculty, hire one full-time woman faculty. Retire as Emeritus faculty the elder male faculty and invite them to do conference presentations and/or head-up the outreach campaigns and professional philanthropic fundraising efforts. Encourage them to keep publishing in current journals and academic circles beyond just the in-house Unification Studies. The most successful seminaries have a number of women administrators and full-time faculty. The most successful churches are now including women leaders (Joel and Victoria Osteen).

Finally, be bold and willing to SEIZE the moment. Be aware of what is needed in society and connect your institution and people. If Freedom, specifically religious freedom, is a central issue of the day---- create a dispatch for Freedom, network with other defenders of freedom; let your faculty and students start these activities since it is needed and called for; don't wait and say we will do it later; if the time is now that many in our society are being threatened with the loss of freedoms...then create a conference, a publication e-newsletter, educational interaction through internships and discussions. Whenever you wait, and don't seize the moment, you risk losing the advantage and great blessings from having connected to how the holy spirit is guiding you at this moment to be courageous, bold and innovative. Be present to how God is guiding your institution in relation to the society and world.

Respectfully submitted,

Rev. Dr. Donna Ferrantello
UTS alumna
MDiv. Program 1982