

Curriculum Vitae

Kenneth J. McFayden
3401 Brook Road
Richmond, VA 23227

E-mail: kmcfayden@upsem.edu
Office: 804.278.4230
Cell: 804.514.4224

Positions Held

- 2000-present** **Union Presbyterian Seminary, Richmond, VA**
Vice President for Academic Affairs (2019-present)
Academic Dean (2015-present)
Executive Staff of the President (2009-present)
Professor of Practical Theology (2022-present)
Professor of Ministry and Leadership Development (2000-2022)
Dean of the Leadership Institute (2000-2015; promotion from Director to Dean in 2009)
Director of Doctor of Ministry Program (2000-2012)
- 1994-2000** **North Central Ministry Development Center, New Brighton, MN**
Executive Director
- 1991-1994** **Home Health Agency, Baptist Hospital East, Louisville, KY**
Chaplain
- 1986-1990** **First Presbyterian Church, Alliance, OH**
Associate Pastor

Ecclesiastical Information

Ordained Minister, Presbyterian Church (USA), 1986
Member, Presbytery of Muskingum Valley, 1986-1994
Member, Presbytery of the Twin Cities Area, 1994-2000
Member, Presbytery of New Hope, 2000-present

Education

- Ph.D.** **The Southern Baptist Theological Seminary, Louisville, KY, 1994**
- Area: *Psychology of Religion—Pastoral Care and Counseling*
 - Dissertation: *Threats to the Formation of Pastoral Identity in Theological Education: Insights from the Tavistock Model of Group Relations*
- Th.M.** **The Southern Baptist Theological Seminary, Louisville, KY, 1991**
- Area: *Psychology of Religion—Pastoral Care and Counseling*
 - Thesis: *The Implications of John Bowlby's Theory of Separation Anxiety for Pastoral Care with Hospitalized Children*
- D.Min.** **Union Theological Seminary in Virginia, Richmond, VA, 1986**
- B.A.** **The University of North Carolina, Chapel Hill, NC, 1982**

Formal, non-degree educational experiences

Distance Education Professional Development Certificate Program at the University of Wisconsin—Madison, 2010-2012 (certificate awarded)

Clinical Pastoral Education: Nine units of CPE, including five units of supervisory CPE, between 1988 and 1993; Supervisory certification process from 1991-1995

Current Administrative Contributions to Union Presbyterian Seminary

Executive Staff of the President

Chair, Self-Study Steering Committee for Reaffirmation of Accreditation with the Association of Theological Schools

Ex Officio Member, ATS Self-Study Subcommittees (3)

Chair, Leadership Team for Reaffirmation of Accreditation with the Southern Association of Colleges and Schools Commission on Colleges

Lead writer, 22 standards of accreditation in areas related to faculty; student achievement; educational program structure and content; educational policies, procedures, and practices; control of sponsored research; and comprehensive institutional reviews

Member, Quality Enhancement Plan (QEP) Working Group

Administrative Supervisor:

Degree Program Directors: Master of Arts in Christian Education; Master of Arts in Public Theology; Master of Theology; Doctor of Ministry

Global Mission Center for Christian Education

International Student Coordinator / Primary Designated School Official for SEVP

Leadership Institute

Office of the Registrar

Office of Supervised Ministry and Vocational Planning

Program for Excellence in Teaching and Learning

Academic Affairs Committee (Board of Trustees)

Advisory Council, Global Mission Center for Christian Education

Assessment Committee (Board of Trustees)

Baptist House of Studies

Enrollment Management Committee

Faculty Committee on Academic Programs

Faculty Committee on Faculty Concerns

Faculty Committee on Student Life and Vocations

Faculty Search Committee, Professor of Practical Theology

Faculty Search Committee, Professor of Theology and Ethics

Institutional Review Board (convener)

Pathways (Lay Education) Faculty Advisory Group

Practical Theology/Christian Education Department

Seminary Leadership Council

Senderos (Lay Education, Spanish Language) Design Team
Staff Search Committee, Instructional Designer (chair)

Previous Administrative Contributions

Clerk of the Faculty
Chair, Review Committee
Chair, Search Committee, Professor of Christian Education/Director of the Asian American Ministries Center
Chair, Search Committee, Professor of World Christianity and Director of the Global Mission Center for Christian Education
Chair, Search Committee for Pastoral Resident for Urban Ministry with Young Adults, Second Presbyterian Church, Richmond, VA
Chair, Strategic Planning and Assessment Committee
Convener, Educational Assessment and Ethos Task Force
Convener, Hybrid MDiv and MACE Working Group
Convener, Technology Task Force
Co-Convener, Task Force for the Revision of the Sexual Misconduct Policy
Lead writer, revised sexual misconduct policy approved by Board of Trustees (2004)
Member, Admissions Committee (for D.Min. applicants)
Member, Board of the Howie Center for Science, Art, and Theology
Member, Board of the Institute for Reformed Theology
Member, Curriculum Task Forces (2)
Member, Faculty Finance Work Group
Member, Mission and Accreditation Subcommittee of the Accreditation Self-Study
Member, Professional Degrees Committee
 Workgroup on *Policies and Practices in Distance Education*
Member, Faculty Search Committees
 Professor of Christian Education
 Professor of Old Testament
 Professor of Pastoral Care
 Professor of Preaching and Worship
 Professor of Theology and Ethics (concurrent search for two faculty appointments)
 Professor of Supervised Ministry and Vocational Planning
Member, Staff Search Committees
 Chaplain and Director of Urban Ministry
 Director of Admissions
 Director of Baptist House of Studies
Member, Student Awards and Assessment Committee
Member, Special Committee of the Board of Trustees (to review strategic objectives and consider new ways of operating the administrative and curricular functions of the seminary)
Member, Special Committee of the Board of Trustees (to explore strategies for closing the budgetary gap between revenues and expenses)
Member, Technology Committee
Participant, Faculty Pedagogy Discussion Group
Lead Writer, Grant Proposal for the Association of Theological Schools, Faculty Development Grant
Lead Writer, Quality Enhancement Plan (QEP) Impact Report and Several Standards related to Fifth-Year Impact Report for SACSCOC (2017-2018)

Special Leadership Contributions

Assistance to the President of Union Presbyterian Seminary with strategic planning processes (2014-2019 and 2019-2024 plans)

Administrative leadership with two key priorities of the *2019-2024 Strategic Plan*
Diversity Self-Assessment Process and Action Plan (2019-2020)
Technology Task Force Assessment Report and Recommendations (2019-2020)

Administrative leadership in the visioning and development of a new Master of Arts in Public Theology, implemented in Fall 2021

Writer, Substantive Change Petition for the Approval of Distance Education by the Southern Association of Colleges and Schools Commission on Colleges (2020)

Administrative leadership in the visioning and development of a new Doctor of Ministry Degree Program, implemented in Fall 2019

Administrative oversight for an annual Korean Elders Education Event (2011-2018), and related assistance to our seminary president in the deepening of our partnership with the Presbyterian Church in Korea (including three trips to Korea)

Project manager for our *Church-Serve Initiative* (2013-2018) with funding from The Lilly Endowment Inc., to increase the financial literacy of our students and recent graduates to counter seminary debt

Assistance with a grant to The Lilly Endowment Inc. that created *communities of learning* and a pre-matriculation program for accepted applicants (\$600k grant, awarded in 2010)

Institutional representative to the meeting of the Committee on Theological Education of the Presbyterian Church (USA) in San Anselmo, CA, in the absence of our seminary president (2009)

Assistance with a grant to The Lilly Endowment Inc. for a seven-year sustaining pastoral excellence program (Two grants, \$1.5M); service on the Steering Committee

Primary leadership role in the design and implementation of a master's level student assessment process (2001-2005)

Primary leadership role in the curriculum revision of our D.Min. degree program (2003-2004), which a specialized track for pastors in small congregations

Scholarship and Professional Activities

Current Memberships and Affiliations

Association of Theological Schools

Member, Study & Resource Group, The Classroom with Multiple Modalities of Teaching and Learning (2022)

Member, Annual Report Form/Database Comprehensive Revision Advisory Committee (2021-2022)

Participation in biennial meetings (2016, 2018, 2020, 2022)
Participation in Chief Academic Officers' Conferences (2016-2019)
 Workshop Panelist, *Economic Challenges Facing Future Ministers: How
 are Theological Schools Responding?* (2016)
 Presenter, Case Study on *Ideological Diversity* (2017)
 Workshop on *Developing a Shared Faculty Vocation* (2019)
Participation in Accreditation Self-Study Workshop (2020)
Participation in Membership-Input Session on Proposed *Commission
Standards and Policies and Procedures* (2020)
Participation in the *School for New Deans* (2015)

Southern Association of Colleges and Schools Commission on Colleges
Participation in annual meetings and workshops (2017-2020)
Participant, *Substantive Change Workshop* (2016)
Member, On-Site Visitation Team for Reaffirmation of Accreditation for a
Theological School (2019)
Member, Substantive Change Committee for a University with a Divinity School
(2009)
Member, On-Site Visitation Team for Reaffirmation of Accreditation for a
University (2007)

American Academy of Religion: annual meetings since 2003

Association of Presbyterian Church Educators: annual meetings since 2014

Professional Advisory Group, Clinical Pastoral Education Program at Virginia
Commonwealth University, Richmond, VA (2017-present)

Past Memberships and Affiliations

The Academy of Religious Leadership
 Editorial Board, *Journal of Religious Leadership*
The Alban Institute
The Association for Clinical Pastoral Education
The Association for Doctor of Ministry Education
Hispanic Summer Program: *Through Hispanic Eyes* (2019)
Ministry Development Council
National Association of Church Business Administration
 Member, *Professional Training and Standards Committee*
 Member, Central Virginia Chapter of NACBA
 Recipient, *NACBA Hall of Fame Significant Contributor to Church
 Management Award, 2009*
Professional Advisory Group, Trauma Informed Care Initiative, Department of
 Gerontology at Virginia Commonwealth University, Richmond, VA
Religious Education Association
Society for Pastoral Theology
The Society for the Advancement of Continuing Education for Ministry

Professional Writings, Publications, and Reviews

Books

Strategic Leadership for a Change: Facing Our Losses, Finding Our Future. Herndon, VA: The Alban Institute, 2009.

Chapter, "Education or Calling: What Makes a Commissioned Lay Pastor a Pastor?" In *Multiple Paths to Ministry: New Models for Theological Education*, Lance R. Barker and B. Edmon Martin, eds. Cleveland, OH: Pilgrim Press, 2004.

Articles

"Stewardship of One's Self as Stewardship of One's Vocation," *NACBA Ledger*, Vol. 30, No. 4, Winter 2011, 6-7, 9-10, 36-39.

"Developing the Capacity to Attach Anew," *Congregations*, Vol. 37, No. 3, Summer 2010, 20-21.

"The Art of Harmonizing a Staff: Moving from Notes of Dissonance to Notes of Consonance," *NACBA Ledger*, Vol. 28, No. 4, Winter 2009, 6-13.

"Threats to the Formation of Pastoral Leaders in Theological Education: Insights from the Tavistock Model of Group Relations," *Journal of Religious Leadership*, Vol. 7, No. 1, Spring 2008, 1-34.

"The Teaching of Leadership at Union Theological Seminary and Presbyterian School of Christian Education, Richmond, Virginia," *Journal of Religious Leadership*, Vol. 4, No. 1 & No. 2, Spring 2005 & Fall 2005, 93-107.

Educational Curriculum Piece

"Presbyterians in Changing Cultures," Session 1 in *Being Reformed: Transformational Leaders for the PC(USA)*, Louisville, KY: Presbyterian Church (U.S.A), 2013, 5-11.

Book Reviews

Beyond Profession: The Next Future of Theological Education by Daniel O. Aleshire, *Interpretation*, Vol. 76, No. 2, April 2022, 189-190.

Disruption and Hope: Religious Traditions and the Future of Theological Education edited by Barbara G. Wheeler, *Interpretation*, Vol. 74, No. 2, April 2020, 223-225.

Family Systems and Congregational Life: A Map for Ministry by R. Robert Creech, *Interpretation*, Vol. 74, No. 1, January 2020, 101-102.

Mentoring: Biblical, Theological, and Practical Perspectives edited by Dean K. Thompson and D. Cameron Murchison, *Interpretation*, Vol. 73, No. 3, July 2019, 327-328.

Faithful and Fractured: Responding to the Clergy Health Crisis by Rae Jean Proeschold-Bell and Jason Byassee, *Interpretation*, Vol. 73, No. 3, July 2019, 321-322.

Integrating Work in Theological Education by Kathleen A. Cahalan, Edward Foley, and Gordon Mikoski, *Interpretation*, Vol. 73, No. 1, January 2019, 113-114.

God Unbound: Wisdom from Galatians for the Anxious Church by Elaine A. Heath, *Interpretation*, Vol. 72, No. 2, April 2018, 232.

Servants and Fools: A Biblical Theology of Leadership by Arthur Boers, *Interpretation*, Vol. 72, No. 1, January 2018, 101.

Pastor as Counselor: Wise Presence, Sacred Conversation by John Patton, *Interpretation*, Vol. 71, No. 4, October 2017, 458-459.

The History of Theological Education by Justo L. González, *Interpretation*, Vol. 71, No. 3, July 2017, 357-358.

Facing Decline, Finding Hope: New Possibilities for Faithful Churches by Jeffrey D. Jones, *Interpretation*, Vol. 71, No. 1, January 2017, 126-127.

Soul Repair: Recovering from Moral Injury after War by Rita Nakashima Brock and Gabriella Lettini, *Interpretation*, Vol. 69, No. 1, January 2015, 102-103.

Christianity After Religion: The End of Church and the Birth of a New Spiritual Awakening by Diana Butler Bass, *Interpretation*, Vol. 68, No. 1, January 2014, 101-102.

Called to Lead: Paul's Letters to Timothy for a New Day by Anthony B. Robinson and Robert W. Wall, *Interpretation*, Vol. 67, No. 3, July 2013, 319-320.

Journey in the Wilderness: New Life for Mainline Churches by Gil Rendle, *Interpretation*, Vol. 67, No. 3, July 2013, 331-332.

Reading the Bible, Transforming Conflict by Carol J. Dempsey and Elayne J. Shapiro, *Interpretation*, Vol. 66, No. 3, July 2012, 346.

Transforming Christian Theology: For Church and Society by Philip Clayton, *Interpretation*, Vol. 65, No. 3, July 2011, 319.

Ministry by the Book: New Testament Patterns for Pastoral Leadership by Derek Tidball, *Interpretation*, Vol. 64, No.4, October 2010, 426.

Faith as a Way of Life: A Vision for Pastoral Leadership by Christian Scharen, *Interpretation*, Vol. 63, No. 3, July 2009, 328-329.

Transforming Leadership: New Vision for a Church in Mission by Norma Cook Everist and Craig L. Nesson, *Interpretation*, Vol. 63, No. 1, January 2009, 105.

The Ministry of the Missional Church: A Community Led by the Spirit by Craig Van Gelder, *Interpretation*, Vol. 63, No. 1, January 2009, 107-108.

Leadership Can Be Taught: A Bold Approach for a Complex World by Sharon Daloz Parks, *Journal of Religious Leadership*, Vol. 7, No. 1, Spring 2008, 87-90.

Leadership for the Common Good: Tackling Public Problems in a Shared-Power World, 2nd ed., by Barbara C. Crosby and John M. Bryson, *Journal of Religious Leadership*, Vol. 6, No. 2, Fall 2007, 118-121.

Transforming Leadership: A New Pursuit of Happiness by James MacGregor Burns, *Journal of Religious Leadership*, Vol. 3, No. 1 & No. 2, Spring 2004 & Fall 2004, 291-294.

Additional Professional Meetings and Consultations

Participant, *Pedagogical Possibilities: New Paradigms in Teaching for Ministry*, Vanderbilt University Divinity School (2015)

Participant, Southern Cluster Faculty Meeting, Pastoral Excellence Network, Durham, NC (2014)

Participant, Interim Ministry Consortium Meetings, Presbyterian Church (USA) in 2001, 2002, 2005, and 2010-2014

Participation in the Lilly Endowment and Association of Theological Schools Forums, Pittsburgh, PA, 2013 and 2014

Member, Accreditation Site Visit Team, Northeast Career and Counseling Center, Princeton, NJ, for the Ministry Development Council (2010)

Participation in the Lilly Endowment Forums, Indianapolis, IN, in 2001, 2003, 2004, 2007, and 2010

Participation in Lifelong Learning Consultation, The Alban Institute, Herndon, VA (2009)

Participation in a Site Visit of the Committee on Theological Education of the Presbyterian Church (USA) to Union Presbyterian Seminary for a Seminary-Church Conversation (2006)

Participation in a Presbyterian Church (USA) Seminary Faculty Consultation on the Relation of Curricula to the Standard Ordination Exams and on the Use of Technology in Distance Education, Chicago (2005)

Keynote Presentations and Seminars

Frequent opportunities to speak during the past 22 years on various topics of leadership in a variety of congregations, middle judicatory events, and regional and national conferences and include:

Leading Congregations Amid Change (Plenary) and *Developing Leaders for a Changing Church* (Workshop), Presbytery of Central Florida (2020)

The Changing Landscape of Religious Leadership, 2019 Pastor's School, Omaha Presbyterian Seminary Foundation, Lakeshore Center, Okoboji, IA (2019)

Strategic Leadership in Times of Change, Annual Church Professionals Retreat, Presbytery of Scioto Valley (2018)

Ideological Diversity in the Wilderness: Can We Talk? (Workshop), NEXT Church Conference, Baltimore, MD (2018)

Leading and Following and Building and Growing, 2017 Meetings of the Association of Mid-Council Leaders and Association of Stated Clerks, and the 2017 Moderators Conference, Presbyterian Church (USA), St. Louis, MO (2017)

Stewardship: Biblical Perspectives and Better Practices, East Community Pastors Retreat, Presbytery of Coastal Carolina, Trinity Center, Salter Path, NC (2017)

Leadership and Change: An Active Workshop for Congregations, Presbytery of the Miami Valley (2017)

Leading Faithfully Amid Congregational and Cultural Change; Leading from the Past; and Leading into the Future, Church Officer and Leadership Development event, Presbytery of South Alabama (2016)

Restructuring Relevance, Remaining Resilient: Leading Adaptively in a Changing Church and Culture, Montreat Conference Center (2015)

Keynote Speaker and Workshop Leader, Three-Presbytery Event, Presbyteries of John Knox, Milwaukee, and Winnebago, Kalahari Resort and Convention Center, The Wisconsin Dells (2015)

Developing Leaders Amid Seasons of Change: Leading through Loss; Leading into the New; Leading with Vision, Western National Leadership Training Event, Jackson Hole, WY (2014)

Seminar for Pastors and Elders in the Presbytery of San Francisco, *Stewardship: Investing in the Kingdom of God*, Old First Presbyterian Church, San Francisco, CA (2014)

A Vision for Transformational Leadership: How Must We Change Our Lenses? and *Educating Transformational Leaders: What Are We Willing to Change?*, Presbyterians Organized in Nurture and Teaching (POINT), at 2014 APCE Conference, San Jose, CA (2014)

Leader, Western Area Staff Conference for PCUSA Mid-Council Staff, Mercy Center, Burlingame, CA (2013)

Strategic Leadership for a Change: Facing Our Losses, Finding Our Future; and Leading with Vision Through Loss, The Main Event, Presbyteries of North Alabama and Sheppards and Lapsley (2013)

Leading The Challenge of Leading in the Grip of an Undertow, Education and Leadership Ministries Commission of the National Council of Churches, Olive Branch, MS (2012)

Strategic Leadership for a Change, Presbytery Day, Presbytery of Western New York (2011)

Shifting Styles for Shifting Sands: Leading for Adaptive Change, with Jill Hudson, Montreat (NC) Conference Center (2011)

International events

Lecture, *Transforming Contexts of Religious Leadership: Engaging Faith, Culture, and Persons*, Training Centre of the Anglican Diocese of Mauritius (2019)

Leader, Canadian Ministries Leadership Conference on *Being Re-formed? Following and Leading in a World of Change*, Presbyterian Church in Canada, Toronto (2017)

Keynote address, Social Welfare and NGO in the Era of Globalization and Localization Conference, Hanil Seminary, Jeonbuk, South Korea (2005)

Strategic Planning Retreats

Over 50 events during the past 20 years in a variety of congregations including:

Shallowford Presbyterian Church, Atlanta, GA (2021)
Sardis Presbyterian Church, Charlotte, NC (2019)
St. Giles Presbyterian Church, Greenville, SC (2019)
Kirk of the Hills, Bloomfield Hills MI (2018)
St. Paul's Baptist Church, Richmond, VA (2018)
First Presbyterian Church, Ann Arbor, MI (2017)
Church of the Covenant, Cleveland, OH (2017)
Reid Memorial Presbyterian Church, Augusta, GA (2017)
Hidenwood Presbyterian Church, Newport News, VA (2017)
First Presbyterian Church, Salem, VA (2017)
First Presbyterian Church, Lynchburg, VA (2016)
Providence Presbyterian Church, Virginia Beach, VA (2016)
Brownson Memorial Presbyterian Church, Southern Pines, NC (2015)
Presbyterian Church of Jackson Hole, Jackson Hole, WY (2014)
First Presbyterian Church, Birmingham, AL (2012)
North Presbyterian Church, Williamsville, NY (2012)
First Presbyterian Church, Winchester, VA (2012)
Williamsburg Presbyterian Church, Williamsburg, VA (2005, 2006, 2007)

Strategic planning retreats for denomination staff

Senior Staff of the Church of the Brethren, Elgin, IL (2010)

Senior Staff of the Office of the General Assembly of the Presbyterian Church (USA), Louisville, KY (2010)

Senior Staff of the Office of the General Assembly of the Presbyterian Church (USA), Henryville, IN (2007)

Teaching Responsibilities, Degree Programs—Union Presbyterian Seminary

Master's Degree Programs (Master of Divinity, Master of Arts in Christian Education)

Courses in areas of pastoral care, congregational leadership, church business administration, congregational studies, and Presbyterian Polity

Six international travel seminar courses: South Korea (May 2005); Ghana (January 2006); South Korea and China (May 2007, 2009, 2011, and 2013)

Doctor of Ministry Program (2000-2012)

The Nature and Purpose of Pastoral Leadership (annually)
Pastoral Research Methodology in relation to the final project (annually)
Other courses in advanced theological reflection and congregational studies

Doctor of Ministry Program (2022)

Pastoral Care in Conflicted Relationships

Non-Degree Workshops and Seminars—Union Presbyterian Seminary

Frequent workshops and seminars on various aspects of leadership including strategic planning, team/staff development, and conflict management

Interim/transitional ministry education, with seminars on leadership, change, and conflict

Executive leadership assessment seminars for middle governing body positions

Leadership development events for newly ordained pastors

International travel seminar for a group of pastors to Brazil (2002)

Service to Church or Denomination

Association of Presbyterian Church Educators (2015-2019)
Past President (2019), President (2018), and President-Elect (2017)
Member, Executive Council (2017-2019)
Member, Coordinating Council (2017-2019)
Member, Leadership Council (2015-2019)

Member/Moderator, Administrative Ministry Team (2017-2019)
Member/Moderator, Governance Ministry Team (2015-2016; 2019)
Moderator, Sustainability Task Force (2017)
Moderator, Organizational Administrator Search Committee (2019)

Board Member, National Training Center for Resource Center Directors, Richmond, VA

Board Member, Treasurer, and Executive Committee Member, Career and Personal Counseling Service, Charlotte, NC

Member of the Coordinating Team and Treasurer of the Interim Ministry Consortium of the Presbyterian Church (USA)

Search Committee Member, Associate for Ministry Support, Leadership and Vocation Unit of the National Ministries Division, PCUSA

**Highlights from Service at North Central Ministry Development Center,
New Brighton, MN (1994-2000)**

Clinical assessments for over 500 ministerial candidates using individual interviews, biographical data, and personality and interest inventories

Evaluative and developmental vocational counseling for 350 clergy and lay professionals

Consultations with 36 search committees in discerning appropriate candidates for leadership positions in the church (primarily positions in middle judicatory bodies)

Consultations with 78 Doctor of Ministry students to assess how personality preferences and learning styles may impact doctoral research

Consultations with over 700 theological students to deepen awareness and enhance the processes of ministerial formation

Leadership of 26 workshops designed for church professionals in congregational and middle judicatory settings, and for committees charged with the oversight of candidates and pastors

Consultations with 21 staff groups in team development, strategic planning, and conflict management

Member, Advisory Board of the *Alternatives in Theological Education Project*, United Theological Seminary of the Twin Cities (1998-2000)