



SEARCH FOR THE PRESIDENT
McCormick Theological Seminary
Chicago, Illinois

THE SEARCH

McCormick Theological Seminary (“McCormick”) is looking for its next President. McCormick seeks a leader with intelligence and imagination, courage and compassion, high standards and humility. The successful candidate will succeed David H. Crawford, McCormick’s 11th President, who is retiring after leading McCormick through both the pandemic and a transformational period in its history.

McCormick, one of the nation’s oldest and most influential seminaries, provides student-centered formational experiences designed to lead to a deeper understanding of God, Christianity, and the roles of the church and God in today’s world. McCormick provides an accessible and affordable educational experience where Christian faith, diverse perspectives, curiosity, and creativity intersect to enrich leaders in a wide array of ministries with a special focus on justice. Drawing on its urban location and the resources available through a large cooperating group of nearby theological schools and the University of Chicago, McCormick seeks to develop and support learning in diverse settings and with diverse partners locally, nationally, and globally. It has attracted a student body, faculty, board, and staff characterized by a wide diversity of racial and ethnic origin, age, denominational affiliation, and prior vocational experience, representing a broad center of the theological spectrum. McCormick’s faculty is dedicated to high academic scholarship and ministry practice standards. McCormick encourages its students to grow and lead beyond traditional limits through academic rigor, theological reflection, community engagement, and cross-cultural experiences.

This is an exciting moment in McCormick’s long and rich history. This fall, McCormick moved into its new home on the campus of the Catholic Theological Union along with its long-time neighbor, the Lutheran School of Theology at Chicago. This move has created exciting and unprecedented opportunities to deepen existing collaborations between the three institutions. The sale of McCormick’s former campus has solidified its strong financial position, allowing it to eliminate its remaining \$16.55 million long-term debt, eliminate long-term capital demands, and reduce the draw on its invested funds, which were valued at approximately \$76M as of June 30, 2023.

McCormick continues to serve as a model for building communities of students, faculty, and staff with different backgrounds, geographies, viewpoints, and traditions to learn from and with each other as part

of a dynamic and close-knit community. In addition to its masters-level and Doctor of Ministry degree programs, McCormick also offers multiple certificate programs designed to give students an opportunity to expand their theological knowledge as well as open pathways for pursuing an advanced degree. Beyond the traditional academic programs, McCormick has developed several grant-funded initiatives to serve the wider community. These include the [Solidarity Building Initiative for Liberative Carceral Education at the Cook County Jail, a program of theological reflection offered to detainees in the maximum security divisions of Cook County Jail](#). Funded by a Pathways for Tomorrow grant from the Lilly Endowment Inc., the Trauma Healing Initiative is developing trauma-informed pedagogies and training for McCormick students and local church and community-based partners. For more information on THI, see [Trauma Healing Initiative](#). McCormick also recently received a \$1.25 million grant from Lilly Endowment Inc. to support its Sacred Memory Project. These projects, along with its Center for Reparatory Justice, Transformation, and Remediation, El Centro, and the Center for Black Church Studies and African American Ministries, exemplify McCormick's deep commitment to theological education entwined with liberation, justice, and community engagement. McCormick prepares students for leadership across various ministry, advocacy, community, public service, and organizational contexts.

The successful candidate will have a demonstrated track record of strategic and effective organizational leadership as well as a deep and abiding alignment with McCormick's mission and commitments as a progressive Christian center for theological education. Furthermore, the successful candidate will have the demonstrated skills and experience to provide transformative and forward-looking leadership to McCormick in light of the significant shifts in the broad landscape of theological education, religious life, and society at large. All candidates must have experience cultivating and leading high-performing teams; managing complex organizations; knowledge of key trends in theological education and religious leadership; cultivating equitable, diverse, inclusive communities; leading strategic planning and implementation; and an ability to nurture and grow strong partnerships and relationships with students, faculty, alums, and other partners and supporters in the broader social, civic, philanthropic, institutional, and cultural landscape.

A list of desired qualifications and characteristics of the next President of McCormick Theological Seminary can be found at the conclusion of this document, as well as key opportunities and challenges for the next President.

McCormick Theological Seminary has retained Isaacson, Miller, a national executive search firm, to assist in the search. All confidential applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document.

ABOUT MCCORMICK THEOLOGICAL SEMINARY

Mission, Vision, and Values

McCormick was founded in 1829. Over the last 194 years, McCormick has been a global leader in theological education. Deeply rooted within the Reformed tradition and committed to the good news of Jesus Christ, McCormick prepares Christian leaders through academic excellence, critical reflection, transforming witness, and service. McCormick Theological Seminary uniquely equips its students for faithful, inclusive, and liberating leadership in God's world.

Mission Statement

We are a community of learning and teaching, challenged by the Holy Spirit and grounded in God's transforming love for the world in Jesus Christ. We are called to nurture the gifts of women and men for faithful Christian ministry and leadership through rigorous academic study, practical experience, and spiritual formation. A seminary of the Presbyterian Church (USA) since 1829 and a progressive leader within the Reformed tradition, we are committed to ecumenical, urban, and cross-cultural institutional life, scholarship, and ministry.

HISTORY

McCormick Seminary's beginnings reflect much of what makes McCormick unique and distinctive today. In 1829, Presbyterians in Indiana launched a seminary at Hanover College to prepare "men from the West for the church in the West." After a brief relocation to New Albany, Indiana, the school that would become McCormick Theological Seminary moved to Chicago in 1860 under the patronage of Cyrus McCormick.

Over the years, McCormick has kept pace with an ever-changing world, maintaining connections to tradition while forging new initiatives that respond to Christ's transformative call to ministry. McCormick became a leader in urban ministry in the 1950s with an institute that placed seminary students in factory jobs to reflect on the working conditions faced by many of the congregations they might be called to serve. The Hispanic Ministries Program, begun over 30 years ago, was among the first such programs in a predominantly white institution. Today, El Centro, McCormick's Latinx ministry center, builds on this history. McCormick was a leader in developing a Doctor of Ministry Program and remains a significant leader in this field. In the 1990s, McCormick's DMin program formed a generation of Korean ministers building on the work of McCormick graduate Samuel Austin Moffett, who, with other McCormick graduates, was instrumental in the founding of the Presbyterian Church in Korea and the Presbyterian University and Theological Seminary in Seoul. This tradition continues to this day in McCormick's DMin program for second-generation Korean pastors, which is taught entirely in the Korean language.

In the late 1970s, McCormick sold its North Side Lincoln Park campus to DePaul University and moved to the Hyde Park neighborhood on the South Side. This was yet another transformational move for

McCormick. After being awarded a grant from the MacArthur Foundation, McCormick developed the African American Leadership Partnership Program, leading to McCormick's deep partnership with Black churches on the South Side of Chicago. Grants from the Lilly Endowment and the Henry Luce Foundation provided resources for the outreach of Asian American and Hispanic Ministry programs to second-generation young church leaders. McCormick has also pioneered international theological education, particularly with Korean and Korean-American students and program offerings. McCormick was the first Presbyterian seminary to call a woman president and to name a Latino as Dean of Faculty. Over the last six years, McCormick has added the Solidarity Building Initiative for Liberative Carceral Education at the Cook County Jail ("SBI") and the Trauma Healing Initiative ("THI") designed to equip clergy and faculty with the capacity to respond to the communal and systemic nature of trauma, and the Center for Reparatory Justice, Transformation and Remediation, a joint reparations-focused project with the Samuel DeWitt Proctor Conference. Each of these initiatives is designed with academic components that generate new courses and integrate into McCormick's educational programs. Each of these programs is faithful to McCormick's frontier founding, its drive to challenge conventional wisdom, and its willingness to explore innovative approaches to theological education in response to the needs of the times.

THE MCCORMICK COMMUNITY

In the fall of 2022, McCormick had an enrollment of 193 full-time and part-time students across master's, doctoral, and certificate programs. McCormick's diverse student body includes over 24 denominations and a wide variety of Christian traditions, including Presbyterian, Baptist, Assemblies of God, Presbyterian Korean, United Church of Christ, AME, Pentecostal, non-denominational students, and more. The student body across all programs is 39% women, 61% men, 42% Black or African American, 22% Asian, 14% International, 12% Hispanic, and 10% Euro-American. Familiar to all McCormick students is a desire to live in a racially, ethnically, linguistically, and theologically diverse community rooted in faith and in a shared commitment to service for the common good.

McCormick faculty is comprised of 12 full-time, 20 adjunct, and 13 emeritus faculty members. McCormick is further supported by 36 full-time and three part-time staff members. McCormick is a member of the Association of Chicago Theological Schools (ACTS), an integral part of one of the world's great theological education and research centers. Accredited by both the Association of Theological Schools (ATS) and the Higher Learning Commission (HLC), McCormick seeks to embody and create a more just and compassionate world through rigorous academic study, practical experience, spiritual formation, and an active, engaged learning community.

Academic Degrees, Programs, and Centers

McCormick offers four Master's and three Doctor of Ministry degrees, as well as certificate and dual degree programs. As a leader in multicultural and cross-cultural education, McCormick sponsors two ministry centers: El Centro, McCormick's Center for the Study of Latinx Theology and Ministry, and [The Center for African American Ministries and Black Church Studies](#). Each center offers special lectures and

public events supporting the curricular and co-curricular interests of seminarians preparing for and/or engaged in ministry within the Latinx and African American congregations, respectively. Each center also partners with clergy, lay leaders, and community agencies of its particular community to develop faith-based educational programs and new curricula to be integrated into McCormick's certificate programs.

Master's Degrees

The master's level programs offer students opportunities to be transformed as leaders in the church and society through academic pursuits, critical reflection, and faithful witness. McCormick currently offers four master's programs: Master of Divinity (MDiv), Master of Art in Ministry (MAM), a Master en Artes Ministeriales (En Español), and Master of Theological Studies.

Doctor of Ministry Program (DMin)

The McCormick DMin program has a long history of addressing subjects relevant to the evolving nature of ministry — group dynamics, a changing religious landscape, cross-cultural competency, and organizational change — and provides opportunities for students to apply the course content to their local ministry. Previously, the McCormick DMin program was comprised of various cohorts addressing the specific needs and concerns of particular groups of students. Current DMin cohorts include: Pastoral Care, Prophetic Leadership, Korean American/Korean, Apostolic Assembly, Dr. Jeremiah A. Wright Jr. Scholars (ministry from an Afro-centric perspective), and Interschool (serving the needs of students wishing to engage in full-time studies).

McCormick is in the process of revising its historic DMin for a fall 2024 launch. This revision is designed to respond directly to today's ever-shifting ministry landscape by providing formation for nimble religious leadership. The reinvigorated McCormick DMin offers continuing education for experienced ministry professionals to get the advanced tools and practices necessary to quickly pivot, adapt, and innovate in response to the volatile challenges that face us and the communities we serve. Foundational courses in design thinking and trauma-informed praxis frame a personalized degree with the opportunity to engage with peers from a variety of ministry contexts and related concerns. DMin students form a multilingual, multicultural cohort for mutual support and peer-centered learning. As noted above, McCormick offers a DMin program designed for local Korean pastors and taught in the Korean language.

Certificate Programs

McCormick Seminary is committed to the education of the whole people of God, providing opportunities and resources for all those involved in ministry and with a commitment to grow deeper in knowledge and action. McCormick currently offers five different certificate programs: [Certificate in Black Church Studies](#), [Certificate in Latinx Theology and Ministry](#), [Certificate in Environmental Leadership and Ministry](#), [Certificate in Theological Studies](#), and [Certificate in Executive Leadership](#). The Black Church Studies and Latinx certificates provide master 's-level credit and pathways to graduate degree programs.

Continuing spiritual formation, growth, and ongoing ministerial skill development are critical both for ordained clergy and others involved in the mission of the church. Continuing education at McCormick follows the mission of the Seminary as a whole, drawing on the resources of the Reformed tradition while at the same time being intentionally ecumenical and cross-cultural. The result is a varied program focused not on a specific issue nor limited to a single audience but on opportunities that cross-cultural and academic boundaries and work ecumenically with other theological education institutions and church bodies.

Experiential Education and Field Studies

The Experiential Education and Field Studies Program is designed to provide an integrative experience of study and reflection on the theology and practice of ministry. Students engaged in experiential education and field studies are in a process of spiritual, academic, personal, and professional formation while simultaneously developing, practicing, and refining the arts and skills of ministry.

Solidarity Building Initiative (SBI)

In 2017, President David Crawford and Dr. Jennifer McBride developed a plan to launch a pilot theological studies certificate program at Cook County Jail. After a successful pilot, McCormick formally launched the Solidarity Building Initiative for Liberative Carceral Education at the Cook County Jail (“SBI”). The collective vision for SBI is to not only provide intellectual and theological resources to incarcerated learners but also to build a community within and outside of the jail, working alongside others to create a beloved community with those impacted by mass incarceration.

SBI works to mitigate the numerous material, social, and political barriers that system-impacted individuals (and their communities) experience while incarcerated and upon release. SBI understands justice as being in the right relationship with ourselves, God, and others, including our relationship with institutions and systems. Justice from this perspective demands an intentional investment in working at being in the right or just relationships, those relationships where people and communities flourish.

SBI uses a Community-Driven Curriculum model to ensure that the initiative remains student and community-centered. SBI invites a wide range of community collaborators, including incarcerated students detained at the Cook County Department of Corrections, to offer input and shape program activities. As a collective, they co-create liberative learning spaces through various learning modalities, courses, workshops, communal healing, book conversations, public lectures, teach-ins, etc.

SBI developed and now offers a second certificate in community healing. In learning labs, students become practitioners discussing themes essential to community healing, such as spiritual activism, personal narrative, lived experience, justice, social change, love, artistic expression, abolition, restorative justice, mindfulness, and body-centered practices.

Trauma-Healing Initiative (THI)

The goal of the Trauma-Healing Initiative (THI) is to advance McCormick's institutional mission and educational strategies through a trauma-informed and healing-centered approach to facilitate clergy formation, disposition, and skill development to equip clergy and faculty with the capacity to respond to the communal and systemic nature of trauma. The efforts of THI are being funded by a \$1 million grant from the Lilly Endowment that was awarded to the seminary in 2021. THI looks to expand McCormick's role in helping congregations and communities address the collective trauma experienced by a global pandemic and offer ways to strengthen religious institutions and enhance their effectiveness for long-term sustainability.

The Center for Reparatory Justice, Transformation, and Remediation

McCormick Theological Seminary and Samuel DeWitt Proctor Conference, Inc. launched the Center on June 19, 2020, 156 years following the first Juneteenth. They are bound together in the pursuit of social justice, a reckoning of our history with our promise, and in prayerful hope to do God's work in God's world. And, with a global vision for justice, grounded in the prophetic tradition of the Christian church, they come with hope and determination to engage in the challenging work ahead, poised to uniquely contribute to the human rights movement for people of African descent and other groups subject to related injustices. Partners include the National Council of Churches, ACLU (American Civil Liberties Union), UCC (United Church of Christ), and UUA (Unitarian Universalist Associations).

The mission of The Center for Reparatory Justice, Transformation, and Remediation is to promote and advance the consciousness of reparatory justice and engender communities of practice and practitioners engaged in the reparations movement for people of African descent within local, national, and global communities.

The Center is unapologetic in its goal to situate faith, theology, and ministry in the public discourse on reparations, reparatory justice, and models of remedy to address centuries of foundational and systemic racism in America grounded in faith.

The Center focuses on the following three areas:

1. Public education, academic courses, scholarship, and engagement on issues of reparatory and restorative justice, racial remediation, and systemic transformation.
2. Creation of resources and curricula related to the Center's mission as well as trainings and consultative services to seminaries, churches, and other institutions; and
3. Participation in the creation and implementation of public policy, models of praxis, and public theology related to the mission of the Center.

LEADERSHIP AND GOVERNANCE

David H. Crawford is the 11th President of McCormick Theological Seminary. Mr. Crawford is a trusted leader, respected lawyer, colleague, and team builder. He is an ordained ruling elder in the Presbyterian Church (USA) and has served on the boards of McCormick, Fourth Presbyterian Church of Chicago, Lifelink Housing Corporation, and has previously served as a Practitioner-in-Residence at the University of Iowa Law School. Prior to being named McCormick's eleventh president, Crawford served McCormick as interim president, as Executive Vice President and Chief Business Officer, and as a Trustee.

McCormick is governed by an active and engaged 34-member Board of Trustees comprised of a broad cross-section of McCormick friends and stakeholders, including alums, scholars, clergy, and leaders from the private and social sectors.

NEW LOCATION AND CHICAGO CONTEXT

The Seminary's location in Chicago's Hyde Park neighborhood, one of the country's most prestigious centers of higher learning, provides exceptional resources for faculty and students alike. The city functions both as a community McCormick serves and as a laboratory for learning in a rich variety of ministry settings. Chicago is also home to the Association of Chicago Theological Schools (ACTS). The twelve theological schools within ACTS offer a rich network of resources for theological education, making Chicago one of the world's most active centers for theological education. As part of its recent campus sale to the University of Chicago, McCormick consolidated a material portion of its JKM Library, a library serving both McCormick and the Lutheran School of Theology at Chicago for more than 50 years. Both McCormick and LSTC faculty, students, and staff have perpetual access to the world-class resources of the University of Chicago Library System, the University's shuttle bus system, dining halls, and recreational facilities.

In the spring of 2023, McCormick and Lutheran School of Theology at Chicago announced the sale of their shared campus to the University of Chicago. Shortly thereafter, each school announced plans to relocate to the Catholic Theological Union (CTU,) a 100,000-square-foot building located just one mile east of their prior location. This move provides an unprecedented opportunity for all three schools to build on existing collaborations, create new ways to leverage collective resources and afford their students a unique ecumenical opportunity to live and learn together.

ROLE OF THE PRESIDENT

Reporting to the Board of Trustees, the President serves as the chief executive officer of the Seminary with ultimate responsibility for the day-to-day operational management of the institution, its fiscal health and stability, and providing sound strategic leadership that will guide the current and future direction of the institution. Direct reports currently include Vice President for Academic Affairs and Dean of the Faculty, Vice President for Finance, Vice President for Community Engagement and Alumni Relations, Vice

President for Development (open), Senior Director of Enrollment, Senior Director for Information Technology, Coordinator for Human Resources, Senior Director Facilities and Office Services, and the Assistant to the President. It is anticipated that starting in 2024, Human Resources, IT, and Office Services will report to the Vice President of Finance.

KEY OPPORTUNITIES AND CHALLENGES

In partnership with the Board of Trustees and Faculty, set a bold vision, clear, and financially sustainable strategy for McCormick that draws on existing strengths and is responsive to the changing landscape in theological education.

McCormick is embarking on an exciting moment in its institutional life with a new ecumenically centered location, a strong endowment, a dynamic and inclusive community of students, faculty, and staff, and a deep sense of mission and purpose. A seminary of the Presbyterian Church (USA) since 1829 and a progressive leader within the Reformed tradition, McCormick is committed to ecumenical, urban, and cross-cultural institutional life, scholarship, and ministry. The next President will play an essential role in guiding the institution through a process of sharpening its focus and institutional identity, setting the stage for its continued role as a leader in helping to shape the future of theological education, the Church, and society more broadly. To effectively lead McCormick in this rapidly changing context, the President will need to stay abreast of current trends within theological education, adult and professional education, religious life and leadership, finance and fundraising, and society at large.

Develop an academic plan in collaboration with the Dean that builds upon McCormick's commitment to students from a diverse range of backgrounds, experiences, and interests, focusing on student recruitment and retention and maintaining McCormick's commitment to academic rigor.

McCormick is committed to preparing faithful leaders for Christian ministry and public leadership as bridge-builders and reconcilers in a broken and divided world. The next president will work closely with the Dean and the faculty to develop a compelling academic plan and new approaches to curriculum development that deliver on this commitment in a dynamic educational context while maintaining high academic standards. This will entail assessing existing programs and considering new opportunities and new audiences to enhance McCormick's educational offerings' quality, impact, and relevance. This plan on student recruitment and retention will include maintaining and strengthening connections with congregations and denominational entities, as well as faculty retention and succession planning, and ensuring that the Seminary's infrastructure and operations are robust, adaptable, and sustainable enough to meet the demands of the rapidly changing context.

Provide consequential and inspiring leadership internally and externally that animates McCormick's core values, meaningful community connections, and vital congregational life.

McCormick has a unique opportunity to provide a model of community for the Church and society that centers on robust and intentional diversity, equity, inclusion, and justice. With a community that is diverse across theology, denomination, geography, race, gender, and more, McCormick demonstrates the possibility of having people with different viewpoints and perspectives living and working in harmony. The President must be a transformational leader who is both committed to and has deep experience with engaging across lines of difference and cultivating equitable, inclusive, and diverse communities. The President will lead continued efforts to engage deeply externally through ministry and community engagement.

Cultivate and steward financial resources effectively and strategically with an eye toward long-term sustainability and innovation in service of McCormick's mission.

The President, in close collaboration with the Development Committee of the Board of Trustees, will need to be McCormick's "fundraiser-in-chief." The successful candidate must understand the critical role future fundraising will play in supporting both sustainability and growth at McCormick. The new President must lead sustainability efforts that support the long-term financial stability of McCormick through strategic business planning, savvy fiscal stewardship, and effective communications and storytelling. The President will also work closely with the Board and the Development staff to cultivate and grow existing donor relationships, seek out new donors, and support McCormick's mission, strategic goals, and opportunities for growth and innovation.

Enhance, develop, and maintain a strong organizational culture and resilient operational infrastructure.

The President will bring strong organizational acumen to help assess and implement procedures and mechanisms that will ensure that the internal operations of the institution are efficient and effective. The President must be an experienced manager of people and processes with particular expertise in developing and retaining a high-performing team of faculty and staff. The President will be responsible for fostering open communication with all constituencies.

QUALIFICATIONS AND CHARACTERISTICS

The next President of McCormick Theological Seminary will be a compelling, confident, and visionary leader with a strong track record of demonstrated success, transformation, and impact in relevant organizational contexts. The President will have passion for the core commitments of McCormick and will possess an eagerness for innovation and enabling the success of staff, faculty, students, and trustees. The successful candidate will embody most, if not all, of the following professional qualifications and personal qualities:

- McCormick is open to candidates from a range of professional backgrounds whose skills, experiences, and commitments align with the opportunities and challenges outlined above. The ideal candidate will be a faithful, accomplished, and entrepreneurial organizational leader with a record of success in the academy, ministry, business, and/or civic sector.
- Demonstrated ability to guide the development and execution of a compelling strategic vision for McCormick
- Strong written, oral, and interpersonal skills; the ability to communicate McCormick's needs, plans, and programs effectively with internal and external constituencies
- A commitment to excellence in scholarship and quality graduate-level instruction of the highest caliber
- An unwavering commitment to and demonstrated expertise with issues related to diversity, equity, inclusion, and justice institutionally and in the broader society
- Enthusiasm for and success with fundraising, a willingness to be actively involved in donor cultivation, and the aptitude for maintaining and building durable relationships with donors and other stakeholders
- Expertise with complex institutional budgeting, fiscal planning, and financial management
- Experience recruiting, motivating, and retaining talented faculty and staff
- Successful development of partnerships and creative approaches to fundraising, recruiting, community engagement, academic programming, continuing education, and contextual education/career placement
- Commitment to and alignment with the McCormick mission and core values

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website for the search: <https://www.imsearch.com/open-searches/mccormick-theological-seminary/president>. Electronic submission of materials is strongly encouraged.

Ernest A. Brooks III, Partner
Keight Tucker Kennedy, Partner
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EQUAL EMPLOYMENT OPPORTUNITY POLICY

The Seminary will not discriminate against any employee or applicant for employment because of race, color, national origin, age, religion, disability status, citizenship, sex, sexual orientation, gender identity, gender expression, marital status, veteran status, or other protected status. Also, the Seminary will not

discriminate against individuals with disabilities, provided those disabilities do not impede their ability to perform the duties of their assigned job.

The responsibility for implementing the Seminary's equal opportunity policy is recognized at the highest levels of the Seminary. The equal opportunity policy requires that employees be sought for all positions from as wide a pool of prospective candidates as possible. The results of this policy are reviewed on an annual basis by the Human Resources Office of the Seminary and reported to the Personnel Committee of the Board of Trustees.

All management personnel are made aware of the responsibility for the implementation of the equal employment policy as a part of their duties and will be evaluated on their performance under the policy. The Seminary's equal opportunity program requires that its nondiscrimination policy applies to all employment selection decisions, including but not limited to promotion, recruitment, hiring, transfer, layoff, termination, and any other legally protected categories. It is the policy of the Seminary to comply with all federal, state, and local laws regarding equal opportunity as they relate to all employees and applicants for employment.