



*Changing Lives, Revitalizing Congregations, Transforming Cities*

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## ***Business Plan***

*Strategies for Growth & Sustainability: 2011 - 2016*

**Seminary Consortium for Urban Pastoral Education  
(SCUPE)**

## 1. Executive Summary

The Seminary Consortium for Urban Pastoral Education (SCUPE) is entering a transformational time building on its 35-year history. Dynamic changes occurring in our cities make it imperative that SCUPE prepare for and respond to an increasingly global, diverse, technological-driven and hyper-connected urban world. SCUPE also has experienced changes in leadership and operational contexts that demand a clear and motivating vision of the future. SCUPE's assessment of past learnings and accomplishments, current challenges, and future opportunities have come together in the strategic planning process which the SCUPE board and staff have collectively engaged in over the past year.

This business plan describes a bold strategy that strengthens all SCUPE's current programs and embraces new and innovative approaches to sustainability. SCUPE is uniquely positioned to provide this robust menu of programs to seminaries, denominations, churches, community organizations, government agencies, and international partners. SCUPE's distinctive method of contextual learning, its expertise in the urban context, its culturally-rooted theological education and its newly embraced competency in interfaith relations and dialogue places it at the prime location to offer these competencies to its constituencies.

SCUPE's ongoing relationships with church and community leaders allows the organization stay so grounded that it is often the first to hear and respond to the concerns of community and church leaders. Through the years, SCUPE has been a place of research and innovation where urban practical theology, social justice, and community development programs have been imagined, jointly created, externally funded, and implemented with special attention to cultural and leadership groups that are served by its programs. An educational incubator and trailblazer, SCUPE has challenged seminaries, denominations, churches and other institutions to stretch beyond their comfort zones to meet the emerging needs of urban communities.

With this successful record behind it, SCUPE looks to the future with confidence. This business plan sets forth a strategy for growth and sustainability in a series of bold, but achievable programmatic plans. SCUPE will assess its progress annually and make adjustments as needed. SCUPE's board of directors and staff are excited about the possibilities of the future reach of SCUPE and its programs. SCUPE is committed to preparing leaders to engage locally and globally as effective justice-seekers and peacemakers in our cities.

This business plan clearly articulates:

- SCUPE's strategies for future growth in the context of the strengths of its 35 year history.
- SCUPE's plan to leverage existing programs and services and innovate new approaches to support the sustainability of the organization
- SCUPE's positioning in relation to market trends and dynamics in theological education, community development/social justice and interfaith relations and dialogue
- The financial projections and assumptions that undergird SCUPE's planning for organizational growth and sustainability.

## 2. Organization Description

SCUPE is committed to educating individuals to become pastors, and church and community leaders who can clearly understand and address the unique assets and needs of their communities. As congregations are strengthened through strong leadership they become more engaged within their communities and are able to drive sustainable change. SCUPE's programs equip leaders to change lives, revitalize congregations, and transform cities. Although SCUPE's primary focus has been its work with seminaries, seminary students, pastors, and church leaders, over the years, its programs have also expanded to educate individuals to engage in social justice and community development.

### A. Mission Statement

The Board of Directors has adopted the following mission statement:

“SCUPE educates leaders to revitalize congregations and community organizations to transform cities towards becoming just, inclusive and peaceful communities in accordance with God's vision for the world.”

### B. Biblical Mandate

Foundational to SCUPE's mission are images of God's vision for the world that abound in the Bible. It is often depicted as *shalom*, the Hebrew word meaning peace with justice as, for example, in “Seek the *shalom* of the city ... for in it's *shalom* you will find *shalom*” (Jeremiah 29:7). Jesus Christ came to inaugurate God's reign. His mission statement: The Spirit of the Lord is upon me, because he has anointed me to bring good news to the poor, to proclaim release to the captives and recovery of sight to the blind, to let the oppressed go free and to proclaim the year of Jubilee (cf. Luke 4:18-19) is descriptive of God's vision for the world.

### C. Core Values

SCUPE is committed to:

1. Uplifting church and community ministry models that practice social justice and peacemaking in urban neighborhoods in ways that reflect God's presence and providence in the world;
2. Using urban contextual theological education as a vehicle to teach both pastors and church leaders;
3. Understanding diversity as an expression of the richness of God's creation;
4. Facilitating the development of community-based leadership as vital to the revitalization of economically marginalized urban communities;
5. Promoting justice-seeking and peacemaking as strategies for transforming communities and ushering in God's vision for a more just and inclusive world;
6. Modeling collaboration in partnerships, programs in all educational activities.
7. Learning from individuals and institutions around the world about how to address the ever-broadening challenges of urban life;
8. Seeking new means of sharing our educational resources with church and community organizations at both the local and global levels; and
9. Fostering ecumenical and interfaith relationships in urban communities.

SCUPE's core values in relation to education include the following:

1. **Student-centered learning communities**, in which students articulate their own learning agendas, work in cohorts, and faculty value the experience and wisdom that students bring to the learning experience;

2. **Contextual learning**, in which the starting point of theological reflection is the student's experience and interaction with people and institutions at the grassroots;
3. **Culturally-rooted learning**, in which students have space for privileged theological reflection within their own cultural context and community; and
4. **Dialogical-learning**, in which, following the in-depth articulation of one's cultural and theological reflection, space is created for dialogue among students of different cultural backgrounds and theological persuasions.

#### **D. Competitive Advantage: A Distinctive Contextual Education Method**

SCUPE's key competitive advantage lies in its use of contextual learning as a method of theological education. This expression of practical theology is based on an action-reflection model of theological education where theory and practice intersect. Contextual Learning is reality-based, experiential education that takes place outside the formal classroom and within a specific context. This context serves as a catalyst for students to explore the connections between personal values, faith, and ministry. Beyond the challenge of direct, meaningful experience, contextual learning requires reflection to build lasting cognitive connections. Contextual learning occurs when students use their cultural and faith perspectives to listen, analyze, understand, and engage the urban realities in their local neighborhoods.

#### **E. Background**

SCUPE was founded in 1976, during a time characterized by numerous social upheavals. Along with other urban training programs across the country, SCUPE was created to respond to the unique dilemmas arising out of urban flight and the political and social movements of the late 1960s and the early 1970s. In partnership with five seminaries, SCUPE established a comprehensive pastoral education model to address the challenge and potential of ministry in urban communities. Since its creation, SCUPE has provided continuity of services to its core constituents, educating individuals from all backgrounds as effective change agents and leaders in urban communities.

During its first 34 years, SCUPE was led by its founding president, Rev. Dr. David Frenchak. He successfully established SCUPE's reputation as a leading provider of contextually-based, urban theological education programs. Over the course of its history, SCUPE has continually demonstrated its sustainability as an organization through the innovation of its programs and services in response to the changing needs of its constituent member seminaries and students. Initially, SCUPE offered unique courses in contextual urban ministry to students of its member seminaries seeking specialized training in applied pastoral training in an urban environment. These courses complemented member seminaries' existing M.Div. programs and allowed participating students to graduate from member seminaries with a specialization in urban ministry.

In 2000, in response to the request of leading African American pastors to make urban ministry programs available to African American pastors and church leaders who were committed to working in urban areas, SCUPE launched the Nurturing the Call certificate in urban ministry program. This experience subsequently became the base for developing and launching the Center for African American Theological Studies (CAATS) in 2004, a program that specialized in providing an Africentric approach to theological education, and led to Master of Divinity degree. SCUPE's partnership with North Park University in its Master of Community Development program was similarly a response to a community leadership's request for more thorough preparation for community development work. The MACD program has since been reborn as the Master of Arts in Social Justice and Community Development, a partnership with Loyola University's Institute of Pastoral Studies. In 2009, the Advanced Latino/a Theological Education (ALTE) program was launched to provide Latino/a pastors, church leaders and Bible teachers access to master's level and continuing education programs.

SCUPE has also developed what is perhaps the most influential gathering for practitioners of urban ministry, the biennial Congress on Urban Ministry. The Congress brings together more than 600 urban pastors, students, faculty, denominational leaders, community activists and other practitioners in the field for four days of inspiration, training and networking. The high-quality presentations and workshops offered by the conference helped SCUPE earn its national and growing international reputation as a premier provider of contextually-based urban ministry programs.

Today, SCUPE's membership comprises eleven seminaries in the Midwest and Northeast. During the 2010-11 academic year, nearly 1,300 students, professionals and community members participated in SCUPE's graduate, certificate and continuing education programs. Additionally, the recent SCUPE partnership with the Swiss Reformed Church's Center for Church Development at the University of Zurich has expanded the Graduate Urban Theological Studies participation to include Swiss pastors as students in select urban theology courses.

#### **F. Transition**

In 2011 SCUPE experienced an organizational transition as its longtime founding president, Rev. Dr. David Frenchak, retired ending his 34-year tenure as leader of the organization. In November 2010, SCUPE welcomed its new president, Rev. Dr. Shanta Premawardhana.

Dr. Premawardhana, an experienced urban pastor, brings to SCUPE the benefit of a rich background in the Christian ecumenical world. Prior to joining SCUPE, he served as Associate General Secretary for Interfaith Relations at the National Council of Churches of Christ in the U.S.A., and as the Director for Interreligious Dialogue and Cooperation at the World Council of Churches. He brings significant experience in community organizing, relationships with global ecumenical organizations, religious communities and institutions of theological education, as well as expertise in religion and interfaith relations.

The transition in leadership occasioned a year-long discussion among SCUPE's board of directors and staff on the mission, vision and strategic direction of the organization. The conversations have been centered on clearly articulating the role SCUPE plays in the changing landscape of urban theological education and how the organization needs to continue to grow and respond to the needs of its constituents. Based on the organization's solid foundation and expertise in urban contextual theology, the strong relationships with seminaries and the broader field of theological education, and a reliable brand identity among practitioners of urban ministry, SCUPE's strategic plan outlines a model for substantial growth and organizational sustainability. The strategic plan for the organization's growth maximizes its current program offerings and incorporates new initiatives to ensure that SCUPE will continue to be responsive and relevant to the needs of its key constituents.

#### **G. Future Growth & Sustainability**

The plan for growth and sustainability outlined in this business plan will roll out over the next five years. SCUPE will leverage current programs and capacities during the first years while developing, piloting and launching new initiatives. Growth for the organization includes increasing the number of students in current programs and courses and increasing the number of member seminaries in the consortium.

To achieve this growth a substantial increase in SCUPE's annual budget and revenue is needed. Since its inception, SCUPE has been committed to establishing a broad base of financial support that includes foundations, churches, denominations, individual donations, membership fees and program revenue. Long-term sustainability requires strengthening and diversifying its financial base through aggressive fundraising, marketing and recruitment strategies.

Overview of Projected Growth (2011 – 2016)	% of Annual Revenue	
	FY2011 (Actual)	FY2012 - 16 (Forecast)
<b>Programmatic Income</b>		
<i>Tuition/ Application Fees</i>	15.3%	19.3%
<i>Consulting Services</i>	0.0%	10.6%
<i>Other Program Income</i>	12.0%	11.9%
<b>Subtotal</b>	<b>27.3%</b>	<b>32.5%</b>
<b>Fundraising Income</b>		
<i>Individual Giving</i>	1.6%	4.7%
<i>Board Development (Give &amp; Get)</i>	2.0%	4.8%
<i>Fundraiser Events</i>	0.1%	1.1%
<i>Churches</i>	1.1%	3.1%
<i>Foundations</i>	18.8%	35.6%
<b>Subtotal</b>	<b>23.7%</b>	<b>49.3%</b>
<b>Seminary Membership Fees</b>	<b>2.9%</b>	<b>2.9%</b>
<b>Other Income</b>	<b>46.1%</b>	<b>15.3%</b>
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>

*Detailed financial information including 5-year income/expense forecasting for the organization as a whole as well as for each individual program area can be found in the appendix.*

### 3. Programs & Services

SCUPE currently has four educational programs:

- Degree Programs
- Certificate Programs
- Continuing Education programs
- Consulting Services

#### A. Degree Programs

SCUPE has four programs that offer courses toward graduate degrees:

- **The Graduate Theological Urban Studies (GTUS)** program began in 1976 as the organizing focus of the Seminary Consortium. This nine-course curriculum, including urban ministry internships, give consortium seminaries a Chicago campus and the ability to offer a specialized department in urban ministry or cross-cultural ministry within their Master of Divinity and Master of Theology programs. In the academic year 2010-2011, GTUS enrolled a total of 142 students.
- **The Center for African American Theological Studies (CAATS)** offers an African-centered program of theological education, which focuses on social justice, community engagement and the role of the Black Church in society. Students who participate in the CAATS program are able to use the academic course credits earned towards a Master of Divinity degree from Virginia Union University's Samuel DeWitt Proctor School of Theology in Richmond, Virginia. During the 2010-11 academic year CAATS had a total of 23 students.
- **The Advanced Latino/a Theological Education Program (ALTE)** offers a Latino/a-centered program of theological education in the tri-state region that comprises NE Illinois, NW Indiana and SW Michigan. Students who participate in the ALTE program earn academic course credits from its Master's level courses that can be used toward a Master of Divinity degree from Western Theological Seminary and Garrett-Evangelical Theological Seminary. In the academic year 2010-2011, ALTE had a total of 16 students in its Master's level courses.
- **Master of Arts in Social Justice and Community Development (MASJCD)**, a graduate degree program created in partnership with Loyola University's Institute of Pastoral Studies, offers a Master of Arts in two tracks: Social Justice or Community Development. MASJCD is now the largest program at the Institute of Pastoral Studies with 66 total students in the academic year 2010-2011.

#### B. Certificate Programs

- **Nurturing the Call (NtC)** is a one- year certificate and pre-seminary program designed for church leaders who are discerning God's call to ministry or seeking to prepare for ministry in urban communities. It provides an opportunity for exploration of contextual theological education and helps lay persons and pastors prepare for urban ministry. NtC students wishing to continue further with their education and apply to Master of Divinity programs benefit directly from SCUPE's partnership with seminaries which grant advanced standing or credit for Nurturing the Call courses. In the academic year 2010-2011 the program had a total of 22 students.

#### C. Continuing Education

SCUPE offers a range of continuing education and professional development workshops and events to students, pastors, and congregational or community leaders. These opportunities are open to the public and attract diverse audiences.

The CE programs provide several benefits to SCUPE:

1. **Mission and service:** CE programs provide an opportunity for SCUPE to extend the reach and impact of its mission to broader audiences.
2. **Marketing and promotions:** These events generate visibility for SCUPE and support the organization by increasing public awareness of its programs, services, mission and message among target audiences.
3. **Alumni relations:** Continuing Education opportunities provide the means for SCUPE to maintain relationships with past students by providing them with ongoing professional development and networking opportunities.
4. **Outreach:** Workshops open to the general public serve as a recruitment tool by exposing a larger number of people, churches, and other organizations to SCUPE, some of whom may be prospective candidates for SCUPE's other programs and services.
5. **Revenue generation:** There are opportunities to build significant revenue through these programs, particularly through the Congress and the sabbatical program for Swiss Reformed pastors.

### **Continuing Education Programs**

- **The Congress on Urban Ministry** is SCUPE's signature event. It is a gathering, typically of over 600 urban pastors, students, activists, denominational leaders and practitioners of urban ministry, for a three-day period of inspiration, spiritual renewal, professional development and networking. A substantial core group of faithful participants identify the Congress as a primary source of continuing education and preparation for their work in urban ministry.
- **The Stanley Hallett Memorial Lecture** is an annual event jointly sponsored with Loyola University's Institute for Pastoral Studies, convened in memory of the MACD (now MASJCD) program's founding director. Guest lecturers focus on aspects of community building or community development. It is a public event that typically draws more than 150 participants.
- **The Rev. Dr. Jeremiah A. Wright Jr. Lecture** is an annual public event that honors one of the founders of the CAATS program. This lecture series features respected leaders in the African American church. It attracts 75 -100 attendees annually.
- **ALTE Workshops for pastors and church leaders:** The ALTE program runs several workshops geared towards helping Latino/a pastors and church leaders understand urban pastoral ministry from a Latino/a perspective. Averaging about three per year, the workshops are held in Illinois, Indiana and Michigan and are attended by 50-75 participants per workshop. Additionally, ALTE holds an annual professional development workshop for Latino/a Bible Institute teachers.
- **Sabbatical program for Swiss Reformed Church pastors:** Pastors from the Swiss Reformed Church of Zurich take courses at SCUPE as a part of their sabbatical program. Since 2010, SCUPE has designed urban ministry sabbatical programs ranging from one to six months which have served a total of 16 Swiss pastors.

### **D. Consulting Services**

SCUPE provides consulting services to denominations, churches, seminaries and community organizations on strategies for urban ministry and community development. Project durations range from short term (1-3 days) to longer term engagements of several weeks or continuous services which may span over several years. Consulting services are provided by SCUPE's executive leadership and program directors.

#### **Consulting Services include:**

- Training
- Workshops
- Curriculum & Program development
- Leadership development

## 4. SCUPE's Target Audiences

As a consortium of seminaries and a provider of educational and consulting services, SCUPE serves multiple distinct but interrelated audiences. These audiences include:

- Member Seminaries
- Students
- Consulting Clients

In addition, SCUPE considers its philanthropic funding sources as an important target audience.

### A. Member Seminaries

Consortium membership allows member seminaries to use SCUPE as its department of urban ministry and cross-cultural studies. Seminaries gain the benefit of SCUPE's specialized courses in urban contextual ministry, which they can use to attract prospective students, who want to advance their practical ministry skills and expand their theoretical understanding of the dynamics of urban ministry in the 21<sup>st</sup> century. Students gain the additional benefit of experiencing urban ministry in the Chicago metropolitan area, the third largest city in the United States. They also have the opportunity to study with students from other member seminaries, who represent a variety of theological perspectives, ecumenical, and ethnic backgrounds.

#### Current Members

The consortium currently comprises the following eleven institutions:

- [Associated Mennonite Biblical Seminary](#), Elkhart, IN
- [Christian Theological Seminary](#), Indianapolis, IN
- [Garrett-Evangelical Theological Seminary](#), Evanston, IL
- [Institute for Pastoral Studies at Loyola University](#), Chicago, IL
- [Louisville Presbyterian Theological Seminary](#), Louisville, KY
- [Luther Seminary](#), St. Paul, MN
- [Lutheran School of Theology at Chicago](#), Chicago, IL
- [Payne Theological Seminary](#), Wilberforce, OH
- [Pittsburgh Theological Seminary](#), Pittsburgh, PA
- [Samuel DeWitt Proctor School of Theology at Virginia Union University](#), Richmond, VA
- [Western Theological Seminary](#), Holland, MI

It is noteworthy, that within the past three years SCUPE has attracted a premier Roman Catholic educational institution, the Institute of Pastoral Studies at Loyola University, to its largely Protestant ecumenical configuration of seminaries. It is also noteworthy that the consortium includes two primarily African-American institutions, the Samuel DeWitt Proctor School of Theology at Virginia Union University in Richmond, VA, and Payne Theological Seminary in Wilberforce, OH. In addition, SCUPE is in partnership (although not in formal membership) with its first international institution, the Swiss Reformed Churches' Center of Church Development at the University of Zurich.

Currently, the seminaries pay an annual fee to participate as a member of the consortium. When students enroll in SCUPE courses the member seminary pays SCUPE 80% of the tuition fee and keeps 20% as an administrative fee.

### B. Students

SCUPE offers Master's level courses and programs that can be applied to a Master of Divinity or Master of Theology degree or to its Master of Arts in Social Justice and Community Development

degree program. For its Master’s level or graduate courses and programs, SCUPE attracts students from accredited seminaries, congregations, and community organizations. Congregational and community leaders have several entry points into the educational programs offered by SCUPE – graduate degree courses, certificate courses, continuing education workshops, conferences and lectures.

The following reflects a breakdown of students by program area:

- Seminary Students:** The majority of students currently enrolled in SCUPE programs come from member seminaries in Indiana, Illinois, Kentucky, Michigan, Minnesota, Ohio, Pennsylvania and Virginia. These are students who have an undergraduate degree and are pursuing their M.Div. or other master level degree in theology, ministry or pastoral education. They are enrolled in the Graduate Theological Urban Studies program, the Center for African American Theological Students CAATS), the Advanced Latino/a Theological Education Program (ALTE), or the Master of Arts in Social Justice and Community Development (MASJCD), and taking classes that will lead to a graduate degree.
- Certificate level students:** These students are not currently in seminary but interested in equipping themselves for urban ministry and/or preparing for seminary. Some participants have a bachelor’s degree and others have limited college experience. They tend to be, however, actively engaged and working in the field of pastoral ministry and have a strong interest in advancing their skills in urban ministry. This audience group may include: clergy, lay leaders, second career professionals, retired professionals, chaplains, or other individuals engaged in urban ministry. They are enrolled in the Nurturing the Call program.
- Continuing education participants:** Continuing education programming is open to anyone interested in increasing their understanding of ministry, social justice or community engagement in an urban context. Continuing education participants include: current and former SCUPE students, directors and staff of community organizations, retired community leaders and other professionals who see value in understanding the role of faith groups in an urban context. SCUPE’s continuing education programs include: ALTE workshops, public lectures, and the Congress on Urban Ministry.

Current breakdown of student body (2010)	Total Participants
Students enrolled in graduate courses:	281
Students enrolled in certificate programs:	23
Participants in continuing education programs:	990
<i>ALTE one-day workshops:</i>	165
<i>CAATS public lecture:</i>	75
<i>MASJCD public lecture</i>	150
<i>Congress on Urban Ministry</i>	600 (approx.)
<b>Total Served:</b>	<b>1, 294</b>

### C. Consulting Clients

SCUPE offers consulting services to a variety of clients interested in better understanding urban ministry, interfaith and multi-cultural dynamics in an urban setting, community development, and other areas of SCUPE’s expertise.

- Seminaries:** Program directors, deans and faculty
- Denominations & agencies:** Denominational executives and staff
- Churches:** Urban pastors, congregational leaders and staff
- Community organizations:** Community leaders, organizational staff, social justice workers, community organizers and direct service providers

- **Other institutes of higher learning:** Colleges and universities offering programs in urban studies, social justice, social work, community development, religious studies and race/faith/culture relations

#### **D. Funding Sources**

SCUPE's funding base is an important target audience for the organization to focus on in support of its growth and sustainability initiatives. The following audience groups represent philanthropic funding sources:

- **Individual donors:** SCUPE alumni, friends, and high net-worth individuals, who agree with SCUPE's mission and are potential donors
- **Churches:** Pastors, congregational leaders, mission, outreach, social justice and benevolence committees
- **Corporate giving:** Businesses demonstrating an affinity with SCUPE's mission and values
- **Foundations:** Current and prospective funders, program officers and executive directors

## 5. Market Analysis & Competitive Environment

### A. Urban Growth and Diversity

SCUPE is uniquely situated to address several major challenges the world is facing in the 21<sup>st</sup> century that are driven by rapidly changing demographics.

- **Half the world’s population lives in urban areas:** In 2011, the total world population reached 7 billion people. This phenomenal growth (5 billion in 1987, 6 billion in 1999) is manifested mostly in today’s global cities. The United Nations Population Fund (UNFPA) reported in 2007 that in the following year,

“For the first time in history, more than half the world’s human population, 3.3 billion people, will be living in urban areas. By 2030, this is expected to swell to almost 5 billion. Many of the new urbanites will be poor. Their future, the future of cities in developing countries, the future of humanity itself, all depends very much on decisions made now in preparation for this growth.”

*(“State of the World’s Population 2007: Unleashing the Potential of Urban Growth,” a report of the United Nations Population Fund. [http://www.unfpa.org/snpp/2007/presskit/pdf/snpp2007\\_eng.pdf](http://www.unfpa.org/snpp/2007/presskit/pdf/snpp2007_eng.pdf))*

These staggering statistics describing an unprecedented swell in urban populations underscores the continuing value of SCUPE’s mission. While there is a growing awareness among global churches of the challenges of the urban realities, research, publications and statements from churches and seminaries on these questions are exceedingly sparse. In order to respond adequately to these changing demographics and population densities congregations and community leaders will need education and support specifically geared towards the unique challenges presented by rising urban populations.

- **United States today is the most religiously diverse country in the world:** Most religious communities find their place in the major metropolitan areas, making the question of relating to people of other religions a significant issue of urban contextual theology. Yet, most churches across the United States, including those in urban contexts, do not know how to deal with this reality. Seminaries are beginning to recognize that this is a critical area of engagement, but traditional academic structures often do not allow for any meaningful engagement with the subject. World religions are often taught as a part of a course in Missiology or Cross-Cultural Studies and are often an elective for M.Div. students. “Interreligious Dialogue” as a course rarely appears in seminary catalogues. A part of the difficulty is that many seminaries do not have the faculty resources or expertise to offer courses on these topics.

SCUPE is actively addressing this issue through the restructuring of an existing course to focus on the challenges of interfaith dynamics in the urban context. The course, entitled “Cross-cultural and Inter-religious Relations” will expose students to the realities of multi-cultural religious communities. Leveraging the expertise of SCUPE’s president, the issue of interfaith relations is a top priority and key aspect of SCUPE’s growth strategy.

- **Two-thirds of Chicago’s population is racial/ethnic minorities:** The 2010 census data reveals that almost two-thirds of Chicago’s population comprises ethnic minorities. The population breakdown for these groups is: African-American, (32.9%), Latino/a (28.9%) and Asian (5.5%) (<http://quickfacts.census.gov/qfd/states/17/1714000.html>).

People of different cultural backgrounds living in confined urban spaces create significant challenges for urban communities. The organic answer to this problem is evidenced in changing

Chicago communities where diversity in ethnicity and faith is increasing. Many churches in Chicago struggle with how to be multi-cultural. Some contribute to this problem by maintaining the more familiar homogenous models of church growth rather than intentionally seeking multi-cultural models that are more inclusive of diverse populations. Many people do not recognize or honor their own cultural heritage, and even fewer people know how to respectfully relate to persons from other cultures.

Seminaries have been slow to address this challenge as well. Alvin Padilla in a recent article in *Colloquy*, the journal of the Association of Theological Schools challenges the seminaries:

“[C]urrent practices in American seminaries reveal that theological schools remain enamored with pedagogical systems that are dated, increasingly irrelevant to our communities, and disconnected from both global and local realities. They fail to incorporate Hispanics, blacks and others in leadership roles at all levels of the school’s structures and neglect paying attention to issues of particular relevance to ethnic Americans, such as immigration reform, healthcare, education, urban violence, youth at risk, and so forth. There are many challenges facing theological schools in the twenty-first century, and the challenge of dealing well with the different histories, world-views, languages, dialects, and cultures is the most significant and most overwhelming.”

(“A new kind of learning: Contextualized theological education models,” *Colloquy*, Fall 2010, 24).

For SCUPE, contextual theology includes taking the cultural context of people in urban communities seriously. The CAATS program for example, arose out of a concern that African-American students who go to Master of Divinity programs at mainstream seminaries are typically marginalized by the majority culture’s approach to education. The core values embraced by SCUPE allow for a privileged space of learning that pays careful attention to and values the cultural heritage, community context, theologies and practice of ministry of African-American and Latino/a students.

## B. Demographic Trends Impacting the Urban Context

In May 2011, the Brookings Institution published a study entitled the *State of Metropolitan America* that based its findings also on the 2010 census data. The study identified five “New Realities.” SCUPE directly addresses or anticipates addressing four of these realities.

- **Growth and Outward Expansion:** Metropolitan areas grew by a combined 10.5%, compared to 5.8% growth throughout the rest of the country between 2000 and 2009. As they grew in population, they also continued to spread out, resulting in an increase in their less developed, outer areas at more than three times the rate of their cities and inner suburbs.

SCUPE has traditionally defined “urban” as encompassing the broader metropolitan region. It includes not only what used to be called “inner-city” ministry, but includes inner and outer-ring suburbs that are dynamically connected to the city in a variety of ways including through a county and state-wide system of taxes and public services. It includes not only churches and justice ministries, but also the business, political and non-profit communities

- **Population Diversification:** A third of the US population today is non-white and accounted for 83% of national population growth from 2000 to 2008. Nearly one-quarter of U.S. children have at least one immigrant parent. In a little over 30 years, the current generation will witness the U.S. transitioning to a majority non-white nation. Large metropolitan areas will be the first to

experience this shift in demographics as their “under18” population reached majority non-white status in 2008. As stated above, SCUPE is already providing a space for the exploration of the deep cultural heritages, values, and forms of communication that are distinct to various urban community groups.

- **Uneven Higher Educational Attainment:** In 2008, more than one-third of U.S. adults held a post-secondary degree, representing an increase of 25% since 1990. This increase helped propel economic growth. The current generation of young adults, especially those in large metro areas, are not pursuing higher education at the same level as the previous generations. “Moreover, the African American and Hispanic groups projected to make up a growing share of our future workforce now lag their white and Asian counterparts in large metro areas on bachelor’s degree attainment by more than 20 percentage points.”(Brookings Report: *State of Metropolitan America, 2011*)

As the cost of higher education exponentially increases, along with income polarization in many urban communities, fewer people have access to higher education. SCUPE finds that there are many urban pastors and church leaders who do not have a bachelor’s degree. Some, even though they are eligible to enroll in seminary, find the cost of doing so prohibitive and are not convinced that the benefits are worthwhile. SCUPE addresses this dilemma for pastors and church leaders through its certificate program and continuing education opportunities.

- **Income Polarization: Individuals and businesses continue to feel the ripple effects of the recession.** “The typical American household saw its inflation-adjusted income decline by more than \$2,000 between 1999 and 2008—and probably even further by 2009 when the economy hit bottom.” (Brookings Report: *State of Metropolitan America, 2011*) Low-wage and middle-wage workers have been the hardest hit by declining wages, shrinking job markets and rising unemployment, while high-wage workers saw earnings rise. The number of people living below the poverty line increased as well, swelling with a “new poor” population of well-educated, formerly middle class citizens suddenly out of work and struggling to make ends meet. Large metro areas stood at the vanguard of these troubling trends.

A prophetic emphasis on the centrality of justice, equity and peace has been a hallmark characteristic of SCUPE throughout its history. This self-understanding has manifested itself in its curriculum and the commitments of its faculty. SCUPE has been in the past, and will continue to serve as a resource to churches on this question.

## 6. Strategies for Growth & Sustainability

All of SCUPE's current program areas are necessary to move the organization towards accomplishing its mission. In the next five years SCUPE will engage in the following strategies for growth and sustainability:

- Become known as the leading voice in SCUPE's core competencies
- Increase the number of member seminaries
- Grow enrollment in current programs and courses
- Expand the certificate program
- Grow participation in continuing education programs
- Expand consulting services
- Expand core competencies and programming to include interfaith relations and dialogue
- Expand into additional geographic markets
- Online learning
- Partnerships with global institutions

### A. Become Known as the Leading Voice in SCUPE's Core Competencies

SCUPE currently offers the strongest educational model for urban contextual theological education in the country. Its competency in contextual urban theology, social justice and community development is represented by GTUS and MASJCD programs, and its culturally-rooted theological education competency is represented by CAATS, NtC and ALTE programs. To these core competencies, SCUPE will add its expertise in interfaith relations and dialogue. SCUPE works diligently to strengthen the quality of its competencies through the excellence of its staff and faculty. It will encourage staff and faculty to make themselves available for presentations such as public lectures, seminars and workshops, as well as to write and publish in books, journal articles, opinion columns, blog posts and social media, in order to position itself as the leading voice in these areas of competency.

### B. Increase the Number of Member Seminaries

In response to the demand for urban contextual theology and interfaith understanding from seminaries SCUPE anticipates an increase in the number of consortium members. SCUPE has been cultivating relationships with prospective member seminaries and is, therefore, confident of its ability to achieve the following projections. The board has charged SCUPE's presidents, current and past, with the responsibility of cultivating these relationships and it remains a significant strategic focus.

In the next five years SCUPE will increase the number of member seminaries from its present 11 to 16 at the rate of one seminary per year for the next five years. Conversations with several seminaries have already begun and SCUPE will vigorously pursue building these relationships. Adding new seminaries is a valuable strategy as it allows for SCUPE courses to be listed in the seminary catalogue, thus increasing the number of students who will enroll in SCUPE's classes. It also opens the door to new seminary partners who may also be able to use SCUPE's consulting services and educational expertise in ways that are more specific to their institution's educational needs.

#### Associate Membership

As a way of helping interested seminaries with the financial commitments of full membership, SCUPE will launch a new initiative offering seminaries an Associate Member option. The benefit of this option to seminaries is that it allows them to explore membership with SCUPE for one year at a reduced cost, with the expectation that it will lead to full membership. In addition to welcoming five new member seminaries in the next five years, SCUPE will have five additional seminaries exploring membership through the associate member option.

### **C. Grow Enrollment in Current Programs and Courses**

SCUPE's most reliable revenue stream is from tuition. Each program has developed a strategy for student enrollment and growth that are reflected in the enrollment projections contained in this proposal. In the 2010-11 academic year SCUPE had a total of 258 students in all its degree programs. In 2016, SCUPE anticipates building the student enrollment numbers for degree programs to approximately 500.

Seminary students who take SCUPE courses pay tuition rates that are fixed by their home seminary. Member seminaries pay SCUPE 80% of the tuition it charges from the student. Its partnership with Loyola functions on a different model, where SCUPE receives 30% of all net revenue from the community development track of that program.

### **Strengthening Student Recruitment for the CAATS and ALTE Programs**

#### **Center for African American Theological Studies (CAATS)**

CAATS offers an innovative model of theological education. Over the past six years SCUPE has focused its attention on building the CAATS program and establishing its academic and programmatic credibility. In 2012, it will bring onboard new leadership: a new director, a Dean of Students and a recruiter all of whom will have experience and expertise in marketing and recruitment. This new leadership team is designed to build the program to become one of the leading Africentric theological education programs in the country. Focusing on marketing and recruitment strategies, it will increase its enrollment and broaden its reach. CAATS has built a base of church and community relationships which its new Director will expand upon and leverage even as CAATS expands its outreach to persons both inside and outside of the Chicago area. A renewed commitment to leveraging the Black Church Network to raise program and scholarship funds will also assist CAATS students who are limited by lack of access to traditional forms of college financial aid.

The recently established CAATS Council of Elders are high profile pastors, theologians and community activists who lend their reputations, wisdom and contacts to the program. This strengthens the CAATS program's credibility and visibility and allows the program to leverage these relationships to expand church connections, student recruitment and financial resources.

In 2012, recruitment will be a major focus for all SCUPE programs. Chief among the new CAATS director's responsibilities will be marketing and recruiting for the program. In fact, as stated above, the entire CAATS team will focus on program recruitment. The goal will be to deepen relationships with churches in the Black Church network and to broaden the reach of our course to seminary students, pastors, and persons located outside of the Chicago area through course packaging and an online course pilot.

#### Key CAATS recruitment strategies will include:

- Expanding the Black Church Network from the current 35 supporting churches to more than over 100 churches
- Increasing access to scholarship and financial aid for students
- Establishing an Alumni and Student Committee to assist with recruitment and prospective student follow-up. Word-of-mouth is one of the best advertising tools and student testimonials are even more influential when trying to share the value of a CAATS education
- Increasing the number of students enrolled in the CAATS M.Div. Virginia Union partnership to 35 students
- Expanding outreach to ACTS seminaries by offering courses to these students beginning in 2012 and enrolling 10 students from these seminaries

- Expanding outreach to SCUPE member seminaries by offering courses to these students and enrolling 10 students per year from these seminaries
- Developing and piloting online courses in partnership with the Samuel DeWitt Proctor Conference which would give CAATS access to Proctor's national network of African American church pastors and social justice leaders.

### **Advanced Latino/a Theological Education (ALTE)**

Currently, most of the students in the program are from Protestant, mainly Pentecostal faith traditions. The fast-growing Latino/a population and the strong Christian Latino/a presence in the Chicago region and Northwest Indiana opens up new opportunities and potential for the program. Over the next three years, SCUPE will aggressively market this program making inroads into the large and expanding Catholic Latino/a population by forming partnerships and closer ties with the Catholic Church, several Catholic-affiliated colleges/universities, and community organizations which serve Chicago's predominately Latino/a neighborhoods such as Pilsen, Little Village and the Back of the Yards. The Archdiocese of Chicago, which serves Cook and Lake Counties in Illinois, estimates that of the 2.3 million Catholics within its jurisdiction, about 42 percent or nearly one million parishioners are of Latino/a heritage.

#### Key ALTE recruitment strategies will include:

- Hire a recruiter to assist with the expansion of its recruitment efforts beyond the current Protestant base to the Catholic church and community
- Increase access to scholarship and financial aid for students
- Leverage its new partnership with Garrett-Evangelical Theological Seminary to provide scholarship resources to ALTE students
- Develop certificate programs for church leaders that address the need for urban ministry and leadership development skills in the Latino/a community.
- Continue to offer continuing education workshops that raise its visibility and value to the Latino/a community
- Develop Bachelor's degree partnership and courses to expand outreach to enable non-degree pastors to prepare for Master's level courses

### **Increasing Scholarship and Financial Aid Offerings**

SCUPE is actively strengthening its scholarship fund through individual and church donations to support students in the CAATS, Nurturing the Call and ALTE programs. CAATS is also seeking avenues to offer federal financial aid to students in these programs. The Samuel Proctor School of Theology at Virginia Union University is actively exploring this option, so that CAATS students who apply for admission in the seminary in tandem with registration in the program can benefit. SCUPE has also structured a similar process with Garrett-Evangelical Theological Seminary for the ALTE program which is also assisting with student access to scholarships and other forms of financial assistance for tuition. These options will make the CAATS and ALTE programs more financially accessible to a broader recruitment base.

### **Enhancing Program Marketing**

Marketing will become an organization-wide strategic focus. These strategies are described in greater detail in section 7B on beginning on page 27.

Key to the effectiveness of student recruitment and fundraising efforts is SCUPE's ability to raise its organizational and programmatic visibility, credibility and profile through its marketing communications plan. Vital to this marketing initiative is the updating and revitalization of SCUPE's website and its expanded use of social media and other electronic communications resources. In today's hyper-connected world, SCUPE's ability to position itself as a strong communicator is vital to

its growth, particularly with the next generation of urban pastors and ministry practitioners. In addition, these marketing initiatives will enable potential donors and foundations to more easily access current and interactive information about SCUPE's programs and initiatives.

### **Expanding Target Audiences**

Based on current interest from seminaries, CAATS and ALTE will offer four courses each, to be listed in the course catalogue of the Association of Chicago Theological Schools (ACTS). This will enable students from Chicago area seminaries to enroll in CAATS and ALTE courses. CAATS is developing intensive classes to encourage participation in these courses by seminary students from a wider geographic range. It is also exploring a partnership with the Samuel DeWitt Proctor Conference to pilot an online course which will provide African American pastors and church leaders in its nation-wide network access to CAATS courses. These initiatives will expand the program's reach and visibility.

### **Leveraging SCUPE's Partnership with Loyola University**

Through the partnership with Loyola University, SCUPE is now able to offer students in its member seminaries the option of pursuing a dual degree program that combines the Master of Divinity degree from their seminary with the Master of Arts in Social Justice and Community Development from Loyola. This has proved to be a very attractive program to students interested in thinking globally and acting locally on issues of social justice and community development, and has the potential to substantially increase the pool of students in the MASJCD program.

By the beginning of the second full academic year of the program in 2011-12, enrollment in the program had reached 66 full-time students, and is currently the largest program in the Institute of Pastoral Studies at Loyola University.

In addition, the Loyola partnership will offer a new BA/MA degree to students who want to complete their BA degree and move toward their MA degree within 5 years. The goals are to (1) create a new adult degree-completion program in Loyola's School of Continuing and Professional Studies, using the core curriculum already in place for its B.A. degree in Managerial Arts and Leadership; and (2) to provide a direct and expedited admission process for adult students who want to complete their B.A. and go into the M.A. in Pastoral Studies or the M.A. in Social Justice and Community Development degree programs.

## **D. Expand Certificate Program Offerings**

SCUPE offers a Certificate in Urban Ministry to urban pastors as well as church and community leaders. The certificate program provides a mechanism for packaging certain courses that SCUPE is already offering in a way that is attractive to non degree-seeking prospective students. As a part of the CAATS program, Nurturing the Call will continue to offer a certificate in urban ministry. The ALTE program will also develop a certificate programs which packages urban ministry and leadership classes that prepare Latino/a ministers for work in the Latino/a community. This packaging will make ALTE classes more attractive to students who may be seeking certification and skills but may not want or need a Master of Divinity degree program.

## **E. Growing Participation in Continuing Education Programs**

SCUPE's current continuing education programs attract participants from a wide demographic base including past and current students, pastors, church and community leaders and the general public. In the next five years, SCUPE's continuing education programming will expand to include an interfaith relations component that will appeal to new audiences within SCUPE's constituency that

are specifically interested in issues of cultural and religious diversity, which SCUPE is not currently reaching.

### **Marketing**

In 2012, SCUPE will implement an integrated marketing campaign focused on integrating web 2.0 and 3.0 strategies to enhance internet presence and promote the continuing education programs to broader audiences. A more detailed description of marketing initiatives can be found in section 7B on beginning on page 27. All current continuing education programs, the Congress on Urban Ministry, public lectures, ALTE workshops, and the sabbatical program for Swiss Reformed pastors, will benefit from this targeted marketing campaign.

### **Relationship Building**

All continuing education programs will seek to build new partnerships with local and national denominational networks, ecumenical councils, seminaries, community organizations and other relevant networks in order to expand SCUPE's marketing and promotional efforts. The Congress will specifically focus on building denominational and seminary relationships to encourage their participation in the Congress.

All participants in continuing education events will be asked to register or invited to sign up by providing their email addresses. Following the event, they will receive a thank you email with a short evaluation form. Those who respond with an agreement to be on SCUPE's mailing list will be cultivated through newsletters, action alerts and invitations to events.

## **F. Expand Consulting Services**

Over the next five years SCUPE will reactivate its consulting services. The benefits of actively promoting its consulting services include: 1) incremental and nontraditional revenues; 2) introductions to new organizations and new networks; and 3) extending the reach of SCUPE's mission. Areas of consulting will cover a variety of topics under the broader rubrics of urban contextual theology and interfaith relations and dialogue.

SCUPE will offer executive consulting as well as seminars, workshops and training events to several audiences. These include seminaries, denominations and agencies, ecumenical and interfaith councils, churches and community organizations. Louisville Presbyterian Theological Seminary's Doors to Dialogue program has already expressed an interest in SCUPE's consultative services to train their seminary faculty, in order to ensure that they are able to place their subject in the context of religious diversity.

In addition, SCUPE's Chicago Advisory Board (CAB) clearly identified a need for SCUPE to market its consulting services to Chicago's business community. A task group of the CAB will research and offer strategies to address this initiative. Topics for corporate consulting may include: understanding the dynamics of the urban context, cultural and religious diversity training in the work place, and practicing Gospel values and ethics in business. The advantages of this initiative exceed the revenue that SCUPE anticipates receiving from its consulting. It provides the opportunity to build relationships with business leaders and corporate clients, which, in turn, increases the potential for strengthening SCUPE's corporate fund-raising.

## **G. Expand Core Competencies and Programming to Include Interfaith Relations and Dialogue**

SCUPE is strategically positioned to offer to its constituency of seminaries, denominations and ecumenical councils, churches, community organizations and the business community, education and training in interfaith relations and dialogue. It will also run a summer institute on interfaith relations and dialogue geared towards pastors and church leaders.

The potential to build on SCUPE's programming in this area requires it to build a team of experts -- consultants, trainers and faculty -- who will plan and conduct this initiative. It is expected that the courses, consultations and trainings will have broad appeal and therefore will provide sufficient revenue, not only to sustain itself, but to strengthen SCUPE's revenue base. It will also generate indirect revenue through the significant number of institutional and individual relationships that it builds.

### **Seminaries**

The trends in theological education are evident. Seminaries are deeply aware of their need to address the substantial increase in religious diversity and its complexity in the United States. This trend is manifested largely in urban metropolitan areas. Some seminaries such as Andover Newton and Claremont Lincoln University have developed unique models to address this question. Hartford, Auburn and Lutheran School of Theology at Chicago have created centers for interreligious or multi-faith engagement. In 2010, Fuller Theological Seminary launched a Journal of interfaith dialogue challenging its Evangelical constituency to think critically about this issue. In addition, Louisville Presbyterian Theological Seminary's Doors to Dialogue program seeks to encourage all seminary's faculty to teach their courses taking into account the religiously diverse context in which they live. Yet, many seminaries, despite their desire to do so, have not begun to address this issue. Few seminaries have the faculty with both experiential and theological specialization to teach relations with living religious communities.

SCUPE will address this subject with academic rigor and sophistication using its unique practical theology perspective to engage in the question of interfaith relations and dialogue from the urban context. Rooted in its Christian self-understanding, it will help students to directly interact with individuals and communities representing Muslim, Jewish, Hindu, Buddhist and other religious backgrounds. SCUPE's exploration into this area will begin in 2012 with the introduction of a GTUS course in "Cross Cultural and Interfaith Relations." It will also offer consultative services to Louisville Presbyterian Seminary's Doors to Dialogue program. In order to assure that all faculty persons are able to place their subject in the context of religious diversity, the program has asked SCUPE to conduct faculty training event/s. Louisville Seminary has also asked SCUPE to conduct a contextual course in the City of Louisville to help them connect with the religious communities of their city.

SCUPE is positioned to respond with expertise to both member and nonmember seminary interest in offering contextual courses in Chicago, in cities closest to host seminaries and in online learning formats. Given sufficient interest from member seminaries, it would be possible for SCUPE to develop and offer a concentration of courses in interfaith relations and dialogue as part of their M.Div. curriculum offerings.

In addition, SCUPE will offer consultation to seminaries as they seek to develop programs, centers of learning, engage with their city's religious communities and build relationships with other religious or interfaith institutions. SCUPE anticipates that there will be a significant level of interest among the students of member seminaries in this area of competency, and that it will attract new seminaries to membership.

### **Denominations and Ecumenical Councils**

Many denominational bodies in the United States are struggling with the interfaith issue. Many look to the National Council of Churches (NCC) to provide leadership in this area. While the NCC does provide broad theological statements and engage in interfaith actions at the national level, that ecumenical body is not able to provide the specific education and consultation that denominations often need as they craft their theological positions, offer training to their churches, and engage in

dialogue with other religious communities. In fact, in an environment of serious financial struggles, the ecumenical community is looking for new expressions of ecumenism to step in to the breach.

SCUPE has the expertise to take on this role. As a former senior executive of the NCC and a current member of its Governing Board, SCUPE's president, is able to leverage the relationships it has with 37 denominations. He has previously offered consultation to denominations, and prepared and conducted training events for churches as well as ecumenical and interfaith councils.

Ecumenical Councils in several states, large and small cities, and towns are undergoing major shifts. Many are becoming interfaith councils, creating a challenge to ecumenical conversations. Many also see this as an opportunity, but are not always aware of how to maximize their effectiveness and are looking for ways to relate to more diverse audiences. SCUPE will offer consultation and training services to help ecumenical and interfaith councils navigate this new terrain.

### **Churches**

SCUPE will also offer training and consultation to local churches. In 2011, SCUPE's president offered his services as a specialist in interfaith relations and dialogue to churches for use in their Adult Education programs. This offer was accepted by several churches. SCUPE will make use of this opportunity to introduce church members to SCUPE, giving those interested in pursuing urban theological education an opportunity to learn about its programs, as well as cultivate church support and the support of individuals who participate in these events.

Many churches, particularly urban congregations are seeing their neighborhoods change, bringing in new residents who are from other cultural and religious communities. For example, churches in the Twin Cities and Columbus, Ohio are dealing with large influxes of Ethiopian and Somali populations, who are also largely Muslim. SCUPE will offer consultation and training to such churches to help them engage in this new urban reality. Local churches often struggle with questions of theological justification for engaging with people of other faiths, and the practical "how-to" questions of creating such relationships. SCUPE, with its focus on practical theology, will enable Christians to address these questions. SCUPE will also seek to bring churches in a particular locality together through their ministerial alliance or ecumenical council to offer consultations and trainings in interfaith relationships and dialogue.

### **Community Organizations**

Community development and community organizing initiatives as well as projects that lead to justice, advocacy and peacemaking today, are often conducted in the mode of the dominant culture and religion, despite the presence and participation of adherents of other religions. These organizations are very aware that building capacity requires them to engage other religious communities, but often don't know how to do it well. SCUPE will consult with these organizations to create platforms that are more conducive to interfaith cooperation, and to offer training to their participants.

### **Business Community**

SCUPE's Chicago Advisory Board (CAB) strongly articulated the need to reach out to the business community and agreed to help SCUPE develop these relationships and networks. The Advisory Board was particularly eager to encourage SCUPE to offer consultation to those business executives who are eager to learn about the changing cultural and religious demographics in the urban context and how to relate to them. Many companies are seeking resources to address the cultural and religious diversity in their work-force, they said, and would welcome diversity and dialogue training for management as well as employees. It is expected that engagement in this area will offer substantial revenue to SCUPE. The added benefit to SCUPE is that corporate consulting will establish visibility and credibility with the business community and introduce it to individuals with high net-worth who can be cultivated for support.

### **Summer Institute on Interfaith Relations and Dialogue**

Beginning in 2012, SCUPE will conduct an annual week-long summer institute geared towards pastors and church leaders. The institute will be a continuing education event focused on strengthening the work of pastors and church leaders, enabling them to grasp at a greater depth the theological imperative for interfaith relations and to give them practical tools to effectively engage in relationship and dialogue with persons and communities of Jewish, Muslim, Hindu, Buddhist and other religious faiths.

### **H. Expand into Additional Geographic Markets**

SCUPE has a strong presence in the Chicago market and will continue to offer its courses within Chicago's context. Additionally, over the next five years SCUPE will expand its course offerings into other metropolitan markets. These contextual courses will be hosted by a member seminary, but will be held in city churches near the seminary.

This initiative has two distinct advantages:

1. Since SCUPE's courses have been held only in Chicago many students from its member seminaries have found it difficult or impossible to make use of this opportunity. In this new initiative SCUPE's courses will be more easily accessible to a larger pool of students.
2. It will enable the host seminary to engage more meaningfully in its own city and its religious community in ways that may not have been previously possible.

Plans are currently underway for a fall 2012 course through Luther Seminary in St. Paul, Minnesota. In the first half of 2012, Dr. David Frenchak, president emeritus of SCUPE, will engage in preliminary research in the Twin Cities. The course will be hosted by Luther Seminary, but will be taught by Dr. Frenchak. It will be situated in the city and open to students from Luther Seminary and other seminaries in the area. Local pastors, and church or community leaders may also audit the course. The course will take the Twin Cities as their primary context for learning.

Member seminaries that have expressed a similar interest include Louisville Presbyterian Theological Seminary, Associated Mennonite Biblical Seminary and Christian Theological Seminary. Additionally, Trinity Lutheran Seminary in Columbus, OH, which is not a member at this time, is interested in this initiative because of its ability to put the seminary in touch with its city. It will consider becoming a member of the consortium in order to gain access to this benefit.

### **I. Online Learning**

Some seminaries in the consortium have strong online or distance learning programs. Online courses are almost always hybrids that allow students to learn remotely, as well as providing opportunities for face-to-face engagement. A face-to-face gathering at the outset of the course, for example, allows students to get to know and interact with each other, and creates an opportunity for them to think of themselves as a cohort, which, in turn, makes the online interaction richer. Those who teach online courses testify to the high quality of learning that occur, particularly in discussion forums, where students interact with each other by writing rather than speaking.

The advantages to SCUPE include:

1. The ability to attract interested students from a broader geographic market, who find it difficult or impossible to travel to Chicago.
2. The ability to widely disseminate SCUPE's courses, making it possible for theological institutions across the United States and internationally, to participate in the consortium substantially increasing SCUPE's student base.

The challenges include:

1. Making sure that online courses continue to be contextually oriented. SCUPE will offer these courses only in cities where the students' contextual engagement can be supervised by faculty.
2. Owning and operating a technological platform to engage in this initiative. One of SCUPE's consortium members, Luther Seminary has offered SCUPE the use of its platform, training for faculty and technical assistance. Long-term feasibility of this program will require investing in this technology.

In the fall of 2012, SCUPE will pilot the launch of one of its courses as an online course. SCUPE will make use of Luther Seminary's offer to train at least one faculty member in the technology in the first six months of 2012. This person will also serve as faculty for the online course in the fall of 2012. Following an evaluation of the course and the training of more faculty, SCUPE will bring more of its courses online by fall 2013. It will seek to acquire the technological platform and the personnel with the required expertise by 2014.

## **J. Partnerships with Global Institutions**

Many churches around the world are slow to recognize that urbanization is a global phenomenon, with the result that only a few seminaries are addressing the question at any depth. Raising this awareness and influencing the theological reflection is a critical need for churches, particularly in the global south where Christianity is seeing rapid growth.

### **European Partnerships**

In 2009, SCUPE initiated its first global partnership with the Swiss Reformed Churches, and to date has hosted sixteen participants. This has resulted in a steady interest from Swiss pastors applying to come to Chicago to participate in existing SCUPE classes as part of their sabbatical program. This relationship provides incremental revenue with minimal additional cost.

Further conversations on strengthening this partnership are envisioned in early 2012. The Swiss partners are eager to introduce SCUPE to other European universities, to create opportunities for US pastors to study in Switzerland so that it becomes an exchange, and for a deeper understanding of urban contextual theology to emerge out of interaction with many global cities.

### **Partnerships in the Global South**

SCUPE's interest is also in the global south (nations of Africa, Central and Latin America, and most of Asia). Its CAATS program, for example, is eager to engage with seminaries in the African continent, and ALTE is eager to connect with seminaries in Latin America. In addition, Asian seminaries have the capacity to significantly resource SCUPE in its competency in interfaith relations and dialogue. Engaging seminaries in the global south, however, requires the availability of funding for student and faculty exchanges, which unlike partnership with European institutions, poses a greater challenge.

SCUPE will approach institutions in the global south through the Ecumenical Institute at Bossey in Switzerland. This premier institution of ecumenical formation brings together church leaders from across the world. Bossey has invited SCUPE to partner with them in teaching courses in urban contextual theology. This offers SCUPE the opportunity to be credentialed among global churches and theological institutions.

SCUPE also has the opportunity to become similarly credentialed through a new initiative of the World Council of Churches, the Global Theological Library. This digital resource, which went online in September 2011, seeks to offer library resources to seminary libraries in the global south that currently lack access to relevant books, articles and other resources. The Global Theological Library

has invited SCUPE to be the institution that organizes and manages the Urban Theology section of the library. This task will only be possible if, together with the Global Theological Library, SCUPE can secure funding for a staff person who can handle the work of library resources.

With these affirmations, SCUPE will partner with churches and theological institutions in the global south to seek funding from European church-based foundations for student and faculty exchanges.

## 7. Development & Marketing

Development and marketing initiatives are critical to the functioning of the organization and will play a major role in SCUPE's growth and sustainability. Currently, each of these functions is overseen and supported by respective committees of the Board of Directors. Unlike other board committees, the Board of Directors has agreed to have non-board members serve on these committees and has encouraged the committee chairs to invite the most qualified individuals to serve on these two committees.

### A. Development

#### Board of Directors

Board development is an important strategy, and includes board recruitment and training. Not detracting from the board's primary task to undertake legal and fiscal responsibility for SCUPE, its outlook has shifted from being primarily an overseer and regulator of programs to one that engages the outside world in the mission and vision of SCUPE. Recent board recruitment has brought in new members with fund-raising experience and networks. Fund-raising capacity will continue to be an important criterion for board recruitment.

In 2011, SCUPE initiated the following strategies to strengthen this area:

- **Membership and Meetings:** The board agreed to not limit its membership to persons who live in Chicago but to recruit the best people from around the country. This has changed the regularity of board meetings to once a quarter. Respecting the time and the commitment of the members, meetings will have a tightly organized agenda that engages the board in substantial discussions and results in clear assignments and regular follow up on commitments. Board members will be fully apprised of the key issues on the agenda prior to the meeting such that they will consistently be looking ahead.
- **Clear Expectations:** A document that describes the expectations of board members was revised during 2011. The document outlines the expectations that all board members make a substantial personal financial commitment to SCUPE and the recommendation that SCUPE is among the top three institutions to receive their personal donations. In 2011 SCUPE achieved 100% personal giving by board members.
- **Recruitment:** Expanding the geography of board recruitment beyond Chicago has changed the board composition. In 2010, the board welcomed the retired president of Habitat for Humanity, Michigan who continues to do fundraising for that organization. In 2011, the board welcomed the president/CEO of Common Cause, an organization committed to good government based in Washington DC, as well as a professor of an endowed chair at Luther Seminary in St. Paul, MN, and a business consultant based in Chicago.
- **Fundraising Training:** Each board meeting will have a training/learning component. In September 2011, the board participated in a discussion on "Friend-Raising." This technique removes what is perhaps the one part of the fundraising cycle that intimidates most people, the "ask." It identifies three other parts to this cycle: identifying, cultivating and thanking. Board members have agreed to actively participate in this strategy. They will invite people in their networks to the various public events that SCUPE does, they will hold small social events in which their friends can meet with SCUPE's president and executive staff, and create opportunities to cultivate high net-worth individuals. They have also agreed to introduce SCUPE to their own church, and at least one other church they know so that SCUPE can seek support from the churches' mission, outreach, and social justice or benevolence budgets.

### **Advisory Boards**

SCUPE has created two advisory boards: the Chicago Advisory Board and the National Advisory Board. Their purpose is to create a larger network of professional and notable people who are committed to and engaged in SCUPE's mission, but do not want to carry the responsibilities of the board of directors. Each advisory board has had one meeting during 2011 which served to introduce SCUPE's ministry to them. They are aware that their participation requires a financial commitment and introducing SCUPE to their networks, as well as a time commitment to serve on task-groups that advance SCUPE's mission.

### **Foundations**

From its inception, SCUPE has worked on developing a broad base of support for the organization, through membership fees, program revenue, as well as denominational, church and individual support. SCUPE also has cultivated a "broad" base of support and respect from the foundation world for the research and development of new and innovative programs in theological education. Over the years, SCUPE has received significant support from MacArthur, Pew Charitable Trust, Stewardship Foundation, Kellogg, Chicago Community Trust, Ford Foundation, Louisville Institute, Trinity Foundation among others. The Lilly Endowment and the Henry Luce Foundation, who are the major funders of theological education in the United States have been among the main funders who have generously supported SCUPE over the years.

SCUPE will continue to aggressively pursue the support of major foundations in the next five years. It will continue to seek funding partners who will be willing to support the research and development of the new initiatives SCUPE has identified, including the core-competency of interfaith relations and dialogue, the diverse constituencies it serves, and the potential for transformation of urban communities through revitalized congregations, all of which are appealing options for many foundations.

In addition to the major foundations, SCUPE will also research smaller family foundations, with the expectation to build a larger network of organizations that support this work.

### **Individuals and Churches**

SCUPE is pursuing a strategy of "friend-raising." The Board of Directors, the Chicago Advisory Board and the National Advisory Board are individuals who have deep community relationships and networks and have agreed that they will engage in this strategy. In addition, SCUPE's president has a commitment to have at least twelve one-on-one conversations per month, with prospective donors, networkers and potential partners, and to attend events at which such relationships can be cultivated. The strategy of developing the consulting program that is designed for business leaders will also create new opportunities. SCUPE is also encouraging all its stakeholders to seek out high net-worth individuals who have the capacity to make substantial donations. Such persons will be carefully cultivated in order to maximize their contributions.

SCUPE currently has a database of over 6000 names and contact information. People on that list are kept informed of SCUPE's activities through a bi-monthly newsletter which encourages their comments and participation, and a semi-annual solicitation via mail or email. To this list potential names are regularly being added. Recent contacts and significant donors are separately listed and receive regular personal communications from the president. In 2012, SCUPE will upgrade its database software in order to stay current with new and more versatile options of database management.

SCUPE will also activate its base of past students, building its list through the networks that they have. It will collect stories of effective urban ministry, revitalized churches and transformed communities which are often very powerful communication tools. SCUPE will solicit donations not

only from the past students themselves, but seek to engage them in a stronger campaign to get their churches and networks engaged in the development effort.

SCUPE will continue to pursue its strategy of engaging churches, denominational networks, and ecumenical councils. It already has several churches that regularly support it through their mission, benevolence or social justice budgets. SCUPE will offer to be a resource, for example, to adult education forums on urban theology or interreligious relations. This opens the door not only to explain what SCUPE does, but to potential students, individual donors, and to the church's partnership with SCUPE through mission, benevolence or social justice offerings.

### **Corporations**

SCUPE will actively pursue strategies to interest corporations in giving. It will present SCUPE's mission of revitalizing churches and transforming communities as having economic value. This is now demonstrable through sociological research. Institutions such as banks for whom community building through the Community Reinvestment Act is a legal requirement have an interest in partnering with organizations that do so. In addition, many companies have a self interest in presenting themselves as responsible partners in urban development. Finding such companies requires intentionally building relationships with the business community. SCUPE's president seeks opportunities to participate in corporate events and civic organizations in order to build relationships with corporate leaders.

The Congress on Urban Ministry has significant potential for receiving funding from this sector, particularly when the theme of the congress appeals to the mission of a company. Building on its networks cultivated through consulting, training and the Chicago and National Advisory Boards, SCUPE will vigorously pursue this option in support of the Congress.

## **B. Marketing**

Throughout its history, SCUPE has built strong and enduring relationships with individuals, congregations, and institutions that cross cultural, racial-ethnic, denominational, and geographic boundaries. In the next five years, it will seek to reinforce these strengths as well as expand the reach of its programs through a comprehensive, integrated marketing strategy.

### **Key strategies include:**

- **Marketing Audit:** As the backbone to developing new marketing strategies this process will evaluate how information gets communicated (sent) to different constituent groups and what message and subtext are communicated (received). Secondly, SCUPE will evaluate in-house marketing assets such as labor power, money, machinery, time, and materials.
- **Program Individualized Marketing Plans:** Each program's director and staff will collaborate with SCUPE leadership and the Manager of Communications and Marketing on the development and execution of a detailed marketing plan focused on the specific needs, assets, and market of their program.
- **Revitalizing Brand Identity:** Utilizing the input from the marketing audit SCUPE will strategically update critical communication and design elements including: logo, website, brochures, flyers, newsletters, advertisements, as well as electronic communication tools including the social media sites (Facebook, etc.), blogs, e-newsletters, and overall web presence.
- **Brand Positioning:** Positioning the expertise and practical capacity of SCUPE in issues of urban contextual theology and interfaith relations will involve faculty, staff and board in writing and publishing books, journal articles, and blog articles as well as engaging with the community through public lectures, community consulting, and social media on the variety of subjects that pertain to SCUPE's core competencies.

- **Re-launching SCUPE's website:** The redesigned website will reflect a contemporary look and feel, incorporating up-to-date social media tools, features and functions, information about class offerings, online registration and fundraising functionality.
- **Enhancing social media strategy:** SCUPE will use social media to complement other avenues used to reach key audiences.
- **Relationship building:** SCUPE will build key constituent, funder and member relationships through consulting services, recruitment visits to member seminaries, strategic networking, and “friend-raising” campaigns.
- **Entry point events:**
  - **Urban Immersion Events:** SCUPE has developed a model for producing 1-day urban immersion events on relevant and topical themes that have appeal to specific constituencies.
  - **Public Lectures Featuring National & International Speakers:** This strategy will help target specific communities of interest in Chicago.
  - **Biennial Congress on Urban Ministry**
  - **Continuing Education Lectures & Workshops**
- **Additional marketing assets:** These include word-of-mouth marketing, specialized mailings, a bi-monthly electronic newsletter sent to approximately 6,000 email addresses and individualized recruiting.

## 8. Board, Leadership Team & Staff

### A. Board Leadership

**Board of Directors:** SCUPE has a 15-member Board of Directors that comprises business professionals, lawyers, pastors, academics and leaders in the non-profit sector, all of whom have significant networks of relationships and many of whom are politically connected. The board is largely Chicago-based, although three members live in other cities.

The Board of Directors meets quarterly and carries legal and fiscal responsibility for the organization. The board has four standing committees that address financial, development, marketing and board advancement questions. An executive committee comprising the officers of the board acts on behalf of the board in the interim between meetings. Board members are required to make a personal financial contribution and to mobilize their churches and networks to contribute to the organization. The board of directors includes several members who carry significant weight in the business community of Chicago, as well as educators, pastors and other professionals. New members added to the board in the last year have brought substantial fund-raising capacity to the board.

*A complete list of Board Members is included in the appendix.*

### The National Advisory Board

The National Advisory Board (NAB), which convened for the first time in March 2011, comprises 12 members and meets once a year to consider ways to give SCUPE national exposure and significance. The Chicago Advisory Board (CAB) will also meet at the same time and will consider questions that are of importance to both boards. NAB members have a financial obligation to give or get funds for SCUPE, and are asked to be available to SCUPE for consultation and to host events in the cities where members reside in order to broaden SCUPE's the base of support.

### Chicago Advisory Board

The recently-convened Chicago Advisory Board (CAB) currently comprises 12 members, and meets twice a year to consider important questions of urban ministry that comes before SCUPE and to offer advice and suggestions. The CAB organizes itself into task groups to explore in depth a question that it deems important. The advisory board members are primarily drawn from the business and professional community of Chicago.

### B. Executive Leadership Team

SCUPE's Executive Leadership team consists of the organization's President, the Executive Vice President and Academic Dean, and the Director of Development and Operations. They bring to their roles a dedication to SCUPE's mission and extensive background in their respective fields.

*Complete biographies of SCUPE's Executive Leadership team are included in the appendix.*

### C. Staffing/Personnel

SCUPE currently employs thirteen full- and part-time staff members. They include the following:

- President: Rev. Dr. Shanta Premawardhana
- Vice-President and Academic Dean: Rev. Carol Ann McGibbon
- Director of Operations & Development: Ms. Nancy Renick
- Registrar: Ms. Dody Finch
- Administrator of ALTE: Ms. Iris Garcia
- Accountant: Ms. Angela Samuel (part-time)

- Director of Communications and Marketing, Director of Congress on Urban Ministry: Mr. Mark Hannan
- Director of CAATS: Vacant
- Interim Director of CAATS: Rev. Dr. Yvonne Delk (part-time)
- Director of Nurturing the Call: Rev. Cynthia Milsap
- Director of ALTE: Rev. Dr. Ramon Nieves (part-time)
- Associate Director of ALTE: Rev. Felisa Roman (part-time)
- Recruiter of MASJCD: Ms. Toylee Green-Harris (part-time)
- Coordinator for Church Relations: Mr. Roger Johnson (part-time)

*Full biographies for director-level staff are included in the appendix.*

### **Adjunct Faculty**

SCUPE contracts with 30 adjunct faculty professors to teach in its four core academic programs. Currently, Loyola University provides its own contracted faculty to teach the MASJCD curriculum. All faculty members are both academics and practitioners of urban ministry. In keeping with the requirements of the Association of Theological Schools, over 85% of the faculty members have earned doctoral degrees. The faculty meets once a year for the primary purpose of assuring the quality of SCUPE's educational programs. In this in-service training event, SCUPE's faculty evaluates courses, considers new course options, and discusses new trends and critical questions impacting urban contextual theology.

SCUPE also convenes the Deans of member seminaries twice a year: once in June for a face-to-face meeting in Chicago, and once in January via conference call. They examine the curriculum and the courses, offer suggestions for new expansions and explore common questions that member seminaries are facing

### **Past Students and Volunteers**

SCUPE uses the volunteer services of its past students, interns and retired persons who willingly give of their time and talent to the organization. SCUPE has launched a vigorous effort to update its list of past students so that this network of hundreds of pastors, non-profit leaders, businesspersons and committed citizens can be well utilized as volunteers, advocates and donors.

## 9. Operational Assets

### A. Locations and Facilities

SCUPE's administrative offices are located at 200 N. Michigan Avenue, Suite 502 in the heart of downtown Chicago. The 6,000 square foot rental space is comprised of 12 staff offices, a classroom, a conference room, a multi-purpose room which includes a small library, a copy and stationery room, storage room, and a kitchen/dining room. Many classes are conducted at this facility, particularly during weeknights and on weekends throughout the year.

Additionally, office and classroom space for the ALTE program is housed in shared space donated by the Instituto Biblico Ebenezer (IBE) which is the Bible institute for the Iglesia de Dios Pentecostal, MI-Midwest Region, serving 85-plus Spanish speaking Pentecostal churches.

The IBE facility is located at 3532 W. North Avenue in the heart of the Humboldt Park (Latino/a) community on Chicago's Northwest side.

SCUPE classes, workshops and special programs (such as graduations, student orientations, and meetings) are also held in numerous churches and community sites throughout Chicago as well as in Northwest Indiana.

### B. Accreditations

SCUPE is an affiliate member of the Association of Theological Schools (ATS) which is a membership organization of more than 260 U.S. and Canadian graduate schools that conduct post-baccalaureate professional and academic degree programs to educate persons for the practice of ministry and for teaching and research in the theological disciplines. The Commission on Accrediting of ATS accredits the schools and approves the degree programs they offer. SCUPE is also an affiliate member of the Association of Chicago Theological Schools, which allows Chicago area seminary students to cross register and take courses in other seminaries in the ACTS network.

### C. Partnerships/Affiliations

SCUPE is a partnership organization. It was conceived and created on a consortium model, with partnership and stewardship of resources at the foundation of the organization's structure. It maintains educational partnerships and informal liaisons with Bible institutes and agencies such as Instituto Biblico Ebenezer (noted above), United Faith Christian Institute and Bible College, and the Chicago Baptist Institute.

In addition, SCUPE has working relationships with some undergraduate institutions to which some of their students transition following completion of the certificate programs. These include Chicago State University, DePaul University's School of New Learning, Loyola University, Northeastern Illinois University, North Park University, Oakton College and Truman College.

SCUPE has eleven member seminaries in the consortium. However, it has institutional partnerships and some program agreements with non-member Chicago area seminaries. Many SCUPE faculty (who serve on an adjunct basis) are full-time professors in area seminaries. Schools represented by the SCUPE faculty include, Chicago Theological Seminary, Garrett-Evangelical Theological Seminary, Lutheran School of Theology at Chicago, McCormick Theological Seminary, North Park Theological Seminary, and the University of Chicago Divinity School.

SCUPE also has long-standing relationships with many community organizations including Bethel New Life and the Christian Community Development Association.

## 10. Financial Summary and Projections

The financial projections in this business plan are presented on a fiscal year basis (July 1-June 30) to reflect the reporting structure and time frame of SCUPE.

Over the next five years SCUPE will strengthen its financial sustainability. Income is projected to grow from \$1.2 million in the fiscal year ended June 30, 2011 (FY2011) to \$2.1 million in FY2016. Associated expenses are projected to grow from \$1.1 million to \$2.0 million over the same period. The organization is focusing on a four-fold strategy to grow SCUPE and keep it financially stable in order to meet changing needs and demands for a growing, diverse and dynamic urban world.

Strategies for sustainability are as follows:

- Diversify and expand the funding base;
- Offer and invest in new courses and technology to broaden the student base;
- Respond to inquiries from seminaries, denominations, churches and other organizations for competency in interfaith relations and dialogue and global relations; and
- Enhance the marketing and promotion of SCUPE and its programs and services on local, national and global levels

### Strategy 1: Diversify and expand the funding base

SCUPE aims to make program income about one-third of total revenue. Program income includes the categories of tuition, consulting, and training services. In past years, program revenue has greatly fluctuated in both dollars and on a percentage basis for SCUPE. In fiscal year 2011 (which concluded June 30, 2011), total actual program income totaled \$330,991 or 27.3% of total income, largely due to registration and sponsorship income from the biennial Congress on Urban Ministry.

Over the five-year period, **program income** will grow from 27.3% to 32.5% of total SCUPE income based on the following:

Tuition income will increase from 15.3% (in actual FY2011) to 19.3% of income during the period. This increase will be achieved as student enrollment for academic, certificate, and continuing education programs expand from nearly 1,300 in FY2011 to an annual level of 2,156 students and program participants. This growth is achievable due to heightened recruitment and marketing efforts for current and new courses:

<u>Total per Year</u>	
Graduate programs (ALTE, CAATS, GTUS, MASJCD)	466
New B.A. program for ALTE	45
Nurturing the Call	30
Continuing Education (ALTE workshops, CAATS Lecture, Hallett Lecture, and 2015 Congress)	<u>1,615</u>
	2,156

This growth will be achieved through increased recruitment efforts and staff; more scholarships and financial aid; enhanced social media and website presence; and the development of new student markets. Noteworthy is the major outreach to the Catholic Latino/a community for the ALTE program. The CAATS program will utilize a strong network of Black churches to connect to pastors and church leaders. And both CAATS and ALTE will have increased scholarship assistance for their students. Also, both of these program will open up 4 of their graduate level courses to students from ACTS seminaries and SCUPE member schools.

Consulting will be a significant income generator over the next five years (10.6% of income) and centers on expanding SCUPE's core competencies to include interfaith relations and dialogue and global

relations. In past years, SCUPE has had pockets of consulting income, but not at the levels that we anticipate over the life of the plan when total income is projected to total \$129,000. More discussion about consulting services are discussed in strategy section 3.

Other Program Income is projected to show a five-year total of \$1.1 million (or 11.9% of total income). This category includes higher registration income and sponsorships (total of \$331,000) for the Congress on Urban Ministry events held in 2013 and 2015 as attendees are projected to increase from the 2011 level of 600 to 800 in 2013 and 1,000 by 2015. Additionally, SCUPE's new emphases on Interfaith Relations and Dialogue and Global Relations is expected to generate \$364,000 in income from trainings and classes for church-related bodies and the business community. Thirdly, the success of M.A. in Social Justice and Community Development degree will afford SCUPE a larger share of income from our partnership with Loyola. Total income received from Loyola is projected at \$329,143. Fourthly, the GTUS program should bring in \$105,000 from contracts with the Swiss Reformed Church and a new global relationship with the Ecumenical Institute at Bossey. Lastly, income from ALTE workshops is forecasted at \$19,000 over the plan period.

Over the next five years, substantive growth from **fundraising** support is projected in the plan. Nearly \$4.8 million will be raised from FY2012-16 from individuals, board development (give & get), fundraising events, church donations, and foundation grants. Fundraising income is projected to grow from 23.7% of total income (FY2011 actual) to 49.5% over the five year span. This business plan lays out SCUPE's approach each year. The major growth area, however, will be in the foundation category—growing from 18.8% to 35.7% of total SCUPE revenue. This will take an aggressive approach and a dedicated supportive team of individuals and networks to make it happen. But this will be achieved with new networks being opened by the president, board and additional fundraising staff/consultant expertise. It should be noted that of the \$3.4 million to be raised from foundations, over \$600,000 has been designated to cover infrastructure (software platform purchase and pilot courses) and maintenance needs for distributive/online learning. Foundation funding of \$350,000 for the ALTE program has already been secured for three-year program support.

Lastly, support from SCUPE **membership fees and other income** (primarily from the SCUPE Foundation) are projected to total \$1.5 million over five years. In FY2011, the SCUPE Foundation contributed \$540,000 to the SCUPE general fund for operational needs, resulting in other income representing 46.1% of the organization's income received that year. Over the course of the next five years, the percentage of SCUPE Foundation income will revert to normal levels. with seminary membership fees showing in absolute dollars and constituting 2.9% of income. We anticipate increasing full-member seminary consortium members from the current level of 11 to 16, and offering new, one-year associate memberships to five seminaries.

It would be noted that, with regards to the SCUPE Foundation in FY2012-2013, a total of \$1.4 million is anticipated—including \$390,000 in FY2012, \$240,000 in each of FY2013 through FY2016, plus a one-time \$50,000 contribution in FY2013 for SCUPE's move to new office space by the summer of 2013 when its current lease expires.

### **Strategy 2: Offer and invest in new courses and technology to broaden the student base**

SCUPE is excited about the introduction of contextual learning classes to be rolled out in GTUS at five seminaries (starting with Luther Seminary in fall of 2012) as well as new distributed/online learning courses that will be offered through the GTUS program. Likewise, CAATS will pilot its distributed learning course with the Proctor Conference and Luther Seminary within the next two years. By fiscal year 2014, SCUPE plans to invest \$350,000 in new software/platform technology to operate the growing base of distributed learning courses that are the future. Furthermore, from FY2014-16, another \$165,000 will be needed for system maintenance related to online programming.

**Strategy 3: Respond to inquiries from seminaries, denominations, churches and other organizations for competency in interfaith relations and dialogue and global relations**

With the growing demand for knowledge and expertise by seminaries, faith groups and the business community which is experiencing a more diverse workplace, SCUPE is poised to benefit financially in this area. We anticipate generating \$493,600 in income over a five-year period, and netting \$346,600 in financial proceeds from this new programmatic area. The extensive experience and cultural/interreligious networks of Dr. Shanta Premawardhana will provide for consulting, training and teaching opportunities that will make the organization more sustainable. A five-year roll-out of these services will be directed to SCUPE member seminaries as requested; potential new seminaries in the consortium; summer institutes to train ministry leaders; and other opportunities to serve both U.S. and global markets.

**Strategy 4: Enhance the marketing and promotion of SCUPE and its programs and services at local, national and global levels**

Over the course of five years, investment in marketing and promotion is expected to total \$323,870, representing a substantial increase over past levels. SCUPE recognizes that its image and outreach are critical to enhancing its appeal and attention from a wide array of audiences. Those audiences and their potential are significant and include current and new students, seminaries, church and community leaders, funders, the general public and other donors attracted and supportive of SCUPE's mission. In the marketing section of the plan, the key components of our five-year marketing plan and direction are outlined.

The above strategies will position SCUPE for a sustainable future. Its staff, which has the experience, expertise and energy to carry out the tasks outlined in this plan, is led by the president who has been instrumental in visioning for the future of the organization. His leadership team, strengthened by new staffing focused on marketing or programs (particularly in CAATS and ALTE recruitment efforts) are a major part of making all the programs sustainable. As noted above, SCUPE will move its office and classroom facilities by mid-summer 2013. That space will be equipped to meet the growing student demand that we anticipate. Fundraising staff will be added (additional staff member and consultant) to work with staff and board in meeting the philanthropic goals noted earlier.

Over the five year period, SCUPE projects \$382,188 in net results (income less expense), plus another \$144,500 built up in reserves to handle contingencies and to be able to utilized for new growth opportunities for its continued future success. SCUPE believes that this plan is well thought-out, achievable, and will move us in the right direction for future growth and sustainability.

## 11. Appendix

### A. Board of Directors (2011 – 2012)

- **Ms. Cheryl Hammock, Chair**  
Chilanta Community Foundation, Chicago, IL
- **Ms. Lydia Murray, Vice Chair**  
Civic Consulting Alliance, Chicago, IL
- **Rev. Benjamin Dueholm, Secretary**  
Wicker Park Lutheran Church, Chicago, IL
- **Mr. Case Hoogendoorn, Esq., Treasurer**  
Hoogendoorn & Talbot LLP, Chicago, IL
- **Dr. Henry Allen**  
Wheaton College, Wheaton, IL
- **Rev. Dr. Charles Amjad-Ali**  
Luther Seminary, St. Paul, MN
- **Dr. Kenneth W. Bensen**  
Habitat for Humanity of Michigan, Lansing, MI
- **Rev. Dr. Timothy Douma**  
Loop Christian Ministries, Chicago, IL
- **Rev. Dr. Robert Edgar**  
Common Cause, Washington, DC
- **Ms. Megan Hunt**  
Champro Sports, Wheeling, IL
- **Ms. Consuelo R. Miller, Esq.**  
Law Office of Consuelo R. Miller, Ltd., Chicago, IL
- **Rev. Dr. Bruce Modahl**  
Grace Lutheran Church and School, River Forest, IL
- **Rev. Herman Perez**  
Latin Pentecostal Church of God, Lake Station, IN
- **Dr. Zenobia Sowell-Bianchi**  
So-Well Dental Associates, Chicago, IL
- **Dr. Jeffrey Spahn**  
Leading Leaders, Inc., Chicago, IL

### B. Biographies of Executive Leadership & Directors

**REV. DR. SHANTA PREMAWARDHANA** is president of SCUPE. He served as an urban pastor for fourteen years in Chicago at Ellis Avenue Church on the South Side, and is a community organizer, theologian and scholar. A Baptist pastor from Sri Lanka, he has worked at the National Council of Churches in New York as associate general secretary for Interfaith Relations. Just prior to joining SCUPE in 2010, he served as the director of Interreligious Dialogue and Cooperation for the World Council of Churches in Geneva, Switzerland. Shanta received his seminary education in Sri Lanka and India, and earned his M.A. and Ph.D. in Religion from Northwestern University in Evanston, IL. He is a member of the Governing Board of the National Council of Churches of Christ USA, and a trustee of the Parliament of the World's Religions. He has published numerous articles on religion, interreligious dialogue and Christian mission. His most recent publication was co-edited in 2011 with Ariane Hentsch Cisneros and is entitled *Sharing Values: Hermeneutics for Global Ethics* (Geneva: Globethics.net, 2011).

**REV. CAROL ANN MCGIBBON** is executive vice-president and academic dean of SCUPE, and also directs the Graduate Theological Urban Studies program. A SCUPE alumna and for many years the organizer of the Congress on Urban Ministry, Carol Ann is the developer and founding co-director of the Master of Arts in Community Development program, previously part of a partnership between SCUPE and North Park University. The program has since transitioned into a new partnership between SCUPE and Loyola University's Institute of Pastoral Studies, and now offers a Master of Arts in Social Justice and Community Development degree. Carol Ann received her Master of Divinity degree from Acadia Divinity College in Nova Scotia, Canada. She is ordained in the Canadian Baptist Federation and has served as a pastor, an urban community chaplain, and an urban ministry curriculum developer for Acadia Divinity College.

**MS. NANCY RENICK** is director of development and operations at SCUPE. She has experience as a planning consultant in both the non-profit and for-profit sectors. Her previous work includes service as chief operating officer and executive director at interfaith agencies. Nancy holds a MBA degree from Northwestern University and has held senior financial management positions at the American Medical Association, Soft Sheen Products and Borg-Warner Corporation. Nancy is a founding board member of a tutoring agency for underserved Chicago youth, and has extensive lay leadership involvement at both local and conference levels of the United Methodist Church.

**REV. DR. RAMON NIEVES** is director of the Advanced Latino/a Theological Education (ALTE) program at SCUPE. A native of Humboldt Park, he is the pastor of Humboldt Park United Methodist Church. Ramon holds degrees from Loyola University, McCormick Theological Seminary and the University of Chicago. He previously served as executive director of Tuesday's Child, an agency providing therapeutic and behavioral interventions for children with special needs. He has also been a consultant for the Children's Defense Fund, National Council of La Raza and the General Board of Global Ministries for the United Methodist Church.

**REV. DR. YVONNE DELK** is founding director of the Center for African American Theological Studies (CAATS) program and currently serves as its interim director. She is known internationally for her social justice work and for her fight for human and civil rights for people of color, children and the poor. She has also served as executive director of the Chicago-based Community Renewal Society. In 1974, Yvonne became the first African American woman ordained in the United Church of Christ and later, the first African American woman to head the Office for Church in Society in the United Church of Christ. She has a Doctor of Ministry degree from New York Seminary and a Master of Religious Studies from Andover Newton Theological Seminary in Newton Centre, Massachusetts.

**MS. SUSAN RANS** is program director of the Master of Arts in Social Justice and Community Development Program (MASJCD) at Loyola University. She is affiliated with Northwestern University's Asset-Based Community Development Institute, and has authored the ABCD workbooks "Asset-Based Strategies for Faith Communities" and "Hidden Treasures: Building Community Connections." With her graduate work in religion and literature, Susan writes and teaches about having faith in cities, and faith in the diverse and gifted people who inhabit them.

**MINISTER CYNTHIA MILSAP** directs "Nurturing the Call" – SCUPE's seminary prep program for church leaders exploring their "call to ministry." She also coordinates the CAATS program, working with its faculty and students. Additionally, she teaches courses in the GTUS and MASJCD programs. She has previously served as executive director of The Night Ministry, and is pursuing her doctorate in Education at Northern Illinois University, DeKalb, IL, where

her research topic is “Women in Ministerial Leadership.” Cynthia also serves on the ministerial staff at Second Baptist Church, Evanston, IL.

**MR. MARK HANNAN** is the director of the Congress on Urban Ministry as well as director of Communications and Marketing at SCUPE. A transplant from Minneapolis, MN Mark came to Chicago through SCUPE’s Graduate Theological Urban Studies (GTUS) program, interning with St. Sabina’s Catholic Church while completing course work. He has a degree from Concordia College in Moorhead, MN and just completed his thesis for a M.A. in Urban Ministry from Luther Seminary in St. Paul, MN. Mark’s previous work experience includes serving as director of Youth & Family Ministry at Good Shepherd Lutheran Church in Rochester, MN.

**C. Detailed Financial Projections and Assumptions**

Details to support the financial summary are included on the following pages.