



**REQUEST FOR PROPOSAL**

***Ministry Placement***  
**Career Counseling Research and Strategic Plan**

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## **Executive Summary**

The Catholic Church is facing a growing need for effective lay ministers in various positions of service and leadership within parishes and other vital ministries. Currently, Catholic Theological Union (CTU) has emerged as a leader in lay leadership preparation through its graduate degree offerings and a variety of continuing education opportunities. CTU seeks to strengthen our current ability to provide meaningful career counseling services for our graduating students and alumni. We are calling this initiative, *Ministry Placement*.

The enhancement of CTU's *Ministry Placement* services will benefit our students, CTU and the greater Catholic Church. Matching our lay students with post graduate ministry opportunities would enable them to utilize their CTU academic experience in a well suited career placement. CTU would benefit from increased enrollment from students who would enroll with some confidence and direction of a fulfilling future in ministry. The overall Catholic Church benefits from the addition of a pool of lay leaders who are well versed in theology and will engage in the increasing number of lay leadership and ministerial opportunities.

## **Request for Proposal**

CTU would like to develop a comprehensive strategic plan that would have equally positive impact on our students, CTU and the Catholic Church.

CTU seeks to engage a qualified consultant to dedicate time to research, develop and begin the implementation of a *Ministry Placement* plan. The proposed plan would be grounded in an in-depth study to uncover strengths, weaknesses, opportunities and trends in lay *Ministry Placement* at CTU and in the landscape beyond CTU. The proposed timeline follows, but is open to negotiation for the right researcher:

*December 2019 – March 2020*

Consultant would work with CTU staff on workplan (suggested below) toward the stated goals and objectives in order to develop an actionable *Ministry Placement* strategic plan.

*April 2020*

The consultant would be committed to providing CTU leadership with a complete written report and recommendations by April 15, 2020.

## **Output**

Completion of a research-based written strategic plan for career services including:

- Necessary and recommended Career Counseling services
- Recommendations on staffing
- Assessment of current technology and recommendations on new technology
- Identification of key stakeholders and relationships (individuals and organizations)
- Calendar of proposed activities
- Communications plan by audience
- Analysis of Alumni placements

### Situational Analysis

Often lay graduates find it difficult to find a meaningful ministry placement despite their readiness and willingness to serve the people of God. Traditional postgraduate career advising helps students clarify goals, explore strengths, set expectations, and connect with mentors. As a graduate school of theology, CTU currently offers a limited number of services to currently enrolled students to help them in their postgraduate placement search. These services include workshops, resume assistance, interviewing skills, and “Ministry Menu,” a series of programs that bring to campus lay alumni in specific fields to share their experiences with current students. However, few students take advantage of these offerings.

The caliber of lay leadership positions in the Catholic Church has significantly shifted to an offering of more senior opportunities, positions that were once fulfilled by ordained clergy. CTU students would benefit from greater post graduate *Ministry Placement* services that will enable them to compete for these positions, where higher compensation levels might attract applicants from the corporate arena who have benefited from career services at their traditional educational institutions.

### CTU

In the backdrop of shifts in the Catholic Church and CTU’s robust academic and formation offerings for lay students, CTU is currently experiencing challenges in lay student enrollment. We have observed that for prospective lay students, the economic challenges of a graduate degree in theology is only possible through significant financial assistance. The promise of a “career” in ministry does not carry a strong return on investment.

In contrast, our peer theology schools are better equipped to provide post graduate career services largely based on institutional resources from the larger universities these smaller theological colleges are embedded within.

### Catholic Church

As the number of ordained priests continues to drop, qualified lay men and women are increasingly fulfilling these pastoral roles within parishes. In Chicago, this trend is particularly acute as the Archdiocese of Chicago, where CTU is situated, is currently in the process of a parish consolidation plan called “Renew my Church”. With enhanced *Ministry Placement* services, CTU students would be in an optimal position to populate these newly opened roles for lay men and women.

### **Goals and Objectives**

To address the gap in *Ministry Placement* services, CTU will develop a strategic plan that would include and reflect specific research and analysis.

1. Initiate Data Collection and Literature Survey
  - a. Collect and confirmed statistics on CTU lay students and lay alumni to better define the need
  - b. Gather research available from Center for Applied Research in the Apostolate (CARA), ATS (Association of Theological Schools), CTU and other established research institutions on ministry/employment trends
2. Coordinate Focus Groups
  - a. Prospective lay students
    - i. What they are looking to achieve with a graduate degree?

- ii. What services they would find valuable?
  - b. Current students
    - i. How many current students would benefit from these services?
    - ii. Evaluate current Ministry Placement services
    - iii. Are these services taken advantage of? Why or why not?
  - c. Alumni
    - i. Upon graduation, what did they think their trajectory would be?
    - ii. How did they arrive at their current ministry and what assisted them along the way?
    - iii. How many are actually working in ministry field using their CTU degree?
  - d. Bishops, Pastors and CEOs of Catholic Institutions
    - i. What do they see as their need for lay minister associates presently and in the near future?
    - ii. How can CTU help them identify and educate effective ministers to meet the needs of their Catholic institutions?
  - e. Past participants of Catholics on Call, a national vocational discovery program
    - i. What were their expectations for participating in Catholics on Call?
    - ii. What attracted them to CTU?
- 3. Conduct Interviews
  - a. Key CTU staff: field placement, admissions, student services
  - b. Peer Schools
  - c. Employers and partners (Archdiocese, Diocese, NGOs, secondary schools)
  - d. Leadership of religious communities of men and women connected with CTU about opportunities for Ministry Placement for CTU graduates and how the religious communities could be further involved in the placement process of our students
- 4. Situational Assessment
  - a. Evaluate CTU's current ministry placement offerings and make recommendations
  - b. Evaluate CTU's use of technology (LinkedIn) to amplify placement services for our graduates and alumni
  - c. Research potential new technology offerings (People Grove, etc.)

## **Outcomes**

1. The completion and approval of a research-based strategic plan for *Ministry Placement*
2. A revived suite of *Ministry Placement* offerings to students and alumni
3. More effective recruitment of prospective students through assurance of support for meaningful service upon their graduation
4. New marketing campaigns for second career ministers, with the encouragement of finding new opportunities for services after their theological and pastoral training
5. Establishment of a compulsory institutional mentoring program for lay students regarding future placement
6. Engagement with faculty to further integrate preparation for future *Ministry Placement* within the curriculum, including the CTU "portfolio" system
7. More effective use of CTU alumni network in both counseling current students and providing information on placement opportunities
8. Closer engagement with our corporate and participating religious communities of men and women in both recruitment and placement

## **Organizational Information**

### *Mission and Vision*

The mission of Catholic Theological Union is to prepare effective leaders for the Church, ready to witness to Christ's good news of justice, love, and peace.

In keeping with our mission CTU's, staff, faculty, and students are impelled by the good news of Jesus Christ. With its intercultural, ecumenical and interfaith partners, CTU is a transformative force in the Church and world for affirming human dignity and the sacredness of God's creation.

### *History*

CTU has been educating and preparing men and women to serve God's people throughout the world since 1968. Founded in the renewed spirit and vision of the Second Vatican Council, CTU has grown to be one of the largest Roman Catholic graduate schools of theology and ministry in the United States.

CTU was established in an urban center – Hyde Park – so that future priests could learn in an ever-changing and diverse world. Surrounded by the University of Chicago and other Christian schools of theology, academic training of the seminarians' formation. Within a few years, CTU opened its doors to lay students, enabling lay women and men, religious sisters and brothers, priests, and seminaries to study alongside one another.

Currently there are twenty-four religious sponsoring religious orders that send students to CTU. Students from all over the world, of every age and vocation, study together. Learning about the Catholic faith as well as how to dialogue with other Christian and Abrahamic faith traditions – Judaism and Islam.

### ***Programs and Activities***

Catholic Theological Union offers quality education and formation for the laity, religious, and clergy in a variety of degree seeking options. CTU offers the Doctor of Ministry, the Master of Arts in Theology, the Master of Arts in Pastoral Studies, the Master of Arts in Biblical Ministry, the Master of Arts in Hispanic Theology and Ministry, the Master of Arts in Intercultural Ministry, the Master of Arts in Justice Ministry, the Master of Arts in Liturgical Ministry, and the Master of Arts in Spiritual Ministry, new this year. CTU also offers the Master of Divinity, the joint Master of Divinity/Master of Arts degrees, as well as certificates and multiple continuing education programs. Through its Augustus Tolton Pastoral Ministry Program and Oscar Romero Scholars Program, CTU prepares Black Catholic and Hispanic/Latino lay leaders for service in the Archdiocese of Chicago. The Tolton program serving Black Catholics is one of the only programs of its kind in the United States.

Through its Cardinal Bernardin Center for Theology and Ministry, CTU also serves as a leader in interreligious dialogue, particularly with Jewish and Muslim communities. Working in close

collaboration with the Association of Chicago Theological Seminaries (ACTS) and DePaul University, CTU also offers our students a firsthand experience of ecumenical collaboration.

Additionally CTU's Hesburgh Sabbatical Program is a curriculum centered, community based, holistic sabbatical that fosters both personal and professional renewal and provides continuing formation for ministers in the Church.

The Institute of Religious Formation (IRF) has been dedicated to preparing men and women for the ministry of formation by offering a comprehensive, spiritual, collaborative, intellectual, and experiential approach to learning, life, and ministry—all focused within the context of formation.

Our Summer@CTU programs provide folks a chance to study with CTU's renowned faculty on campus or online. With an option of auditing a class, taking it for continuing education credits or for full course credits.

### **Accomplishments in 2017-2019**

During the 2017-19 academic years, CTU had notable accomplishments. After a stringent process, our faculty revised, restructured and revitalized the Master of Divinity (M.Div.) program curriculum, implementing a re-designed program with new curriculum and a portfolio requirement.

CTU also launched a program of study informed by the African American theological tradition. The Black Theology and Ministry (BTM) certificate offers students a comprehensive background in theology, spirituality, pastoral ministry, and intercultural studies. This program represents CTU's commitment to continue to educate ministers who are culturally competent and caring.

Since 1960, more than 70 percent of the growth of the number of Catholics throughout the United States has come from Hispanic populations. In 1982, CTU began offering course and programs to prepare lay and ordained ministers to work with Hispanic and Latino/a communities worldwide. As part of our commitment to these communities, CTU pursued the approval of a fully-online Hispanic Theology and Ministry Program.

CTU received a \$1 million dollar grant from the Lilly Endowment for a "Thriving in Ministry" initiative which supports ministers – religious and lay – in their early-mid ministry careers in the years after completing their theological studies.

CTU offers a rich tapestry of events and programs to students and the local community throughout the year:

- Sundays at CTU, the afternoon lecture and liturgy program, explores contemporary and timely issues in the Church and society. There are four lectures offered each academic year.
- The Center for the Study of Consecrated Life continues its important programming on issues of interest and concern to vowed men and women religious.

- CTU's community outreach continues to grow as well. The Bernardin Center advances its legacy and CTU's overall commitment to peacemaking and interreligious dialogue with its annual lecture series and events—open to the public.
  - Public lectures were held by notable speakers in the Church and in theological academia including Rev. Richard Rohr, OFM; James Martin, SJ; Eboo Patel and Cardinal Blase Cupich and the United States Conference of Catholic Bishops' National Catholic-Muslim Dialogue.

We have developed a set of three strategic priorities that we hope to accomplish by the end of FY21. Within each **strategic priority**, there are a set of goals to achieve:

1. Grow Enrollment
  - a. Develop new approaches to recruit traditional student populations in an increasingly competitive space.
  - b. Expand theological education for underserved communities.
  - c. Grow Distance Education Program capabilities, promotion and reach.
2. Enhance academic excellence
  - a. Invest in faculty development
  - b. Add new concentrations in existing academic programs
  - c. Promote the study of and for consecrated life
  - d. Develop integrated Strategic Plan for CTU's Bernardin Center
3. Build Strategic Capabilities
  - a. Enhance Marketing & Communications
  - b. Strengthen Enrollment Operations
  - c. Create Strategic Development Plan
  - d. Create an operationally balanced organization

We are excited to share that CTU launched a 50<sup>th</sup> anniversary capital campaign emanating from the priorities identified in our Strategic Plan.

The **Forward in Faith** campaign was launched in early 2018 and is seeking \$16 million in funds for increased scholarship capacity for lay ministers, support for faculty recruitment and development, and investment in technological innovation and programming. We believe that these inter-related investments will position CTU to build on past success and to carry out a mission that remains as urgent and exciting in 2019 as it was in 1968. We are very pleased to state that we have secured commitments representing 81% of the funding priorities.