

STRATEGIC PLANNING 2011 REPORT

Fort Lauderdale, Florida, USA

October 22, 2011

Introduction

Members of the Board of Directors of Church Teachers' College Alumni Association Inc (CTCAAi) met at the First Church of Open Bible, 4767 24th Court, Lauderdale Lakes, FL, 33313. The meeting began at 11:00am. All members of the Association were invited to attend by being present at the location or remotely. Those participating were Mike Andrews, Ale Wilson, Hepburn Davis, Barry Farquharson, Errol Tomlinson, Pam Rose, Crouse Campbell, Heather Kettle and David Edwards.

President Mike Andrews welcomed everyone present especially those who travelled from outside of Florida viz Dervent Wiltshire (Maryland, USA), Crouse Campbell (Kingston, Jamaica), and Liz Smith (Grand Cayman, Cayman Islands).

Liz Smith introduced co-facilitator Dervent Wiltshire and presented the following agenda:

- o Welcome and Introduction
- o Acknowledge the Creator
- o Get on the same page from the same book
- o Set the foundation
- o Develop the road map
- o Confirm our mission

Planning topics to be led by Liz Smith were in relation to the strategic planning process, vision, values, risks and opportunities in addition to developing the Mission and Vision statements; while Dervent Wiltshire would lead the section on developing the road map towards realizing an operation plan.

Acknowledge the Creator

This devotional began with the song: "Order my steps in Your Word". Scripture passages relating to God's intent for His people to make plans, were used to demonstrate how much He embraces, supports, and promotes the planning process to reach one's goals.

Get on the same page from the same book

An overview of the strategic planning process was presented in an effort to have all present on a level playing field. It was described as the formal consideration of an organization's future course and its process for defining its direction, and allocating its resources, including its people. It required consideration as to who we are, where we want to go and how we will get there; and recognized that it is an evolutionary process that requires immediate or short-term goals, medium-term objectives and long-term vision.

Set the foundation

This section of the agenda covered a number of aspects to Strategic Planning:

- o **Strategic Planning**: An overview of the approach to facilitate this session was presented to ensure a level playing field for all members. It was described as the formal method to establish an organization's future course by defining its direction and allocation of its resources, including its people. In providing a framework for decision-making, it would force a response to key issues, strengths, weaknesses, risks /threats and opportunities. Elements of the process included vision and values, mission statement, strategic objectives, action plans and key performance indicators. The objectives should be Specific, Measurable, Attainable, Ranked & Time-constrained (SMART), resulting in a strategic plan that would be reviewed and evaluated every four years and an operational plan to be reviewed annually. Planning Teams and, as far as is possible, Committees should be comprised of all stakeholders.
- o **Vision and Vision Statement**: Each member was invited to share two visions they had for the Association (see *Appendix 1*). The team arrived at visions that reflected members' foresight relating to branding, restoration, people participation, networking, operation, globalization and outcomes.

Following the below discussion on values, risks and opportunities, the vision statement, presented by the President, was discussed and a task group selected to review and present its recommendations to the Planning Team (see *Appendix 2*). After the Team shared its challenge in deciding whether to use the word "positions" or "elevates", the choice was made by a 4:5 majority vote to read:

The Vision of Church Teachers' College Alumni Association Inc is to be an active and vibrant organization which elevates Church Teachers' College as a leading educational institution, promoting the well-being of the College in all aspects of its contributions to society.

As members continued to express concern regarding the word "elevates", it was agreed to present it to the wider membership for its input.

- **Values:** These included reciprocation to the College, tangible outcomes, commonality of goals /purposes, enactment of the Association's objectives, growth of human and financial resources, executable operational plan, support for the College's heritage, and sustainability of the College and its programmes (see Appendix 3).
- **Risks:** Those identified were conflict possibly due to lack of communication, differing agenda and/or focus by members, competition by other groups approaching the same source for funding, misinterpretation of ideas, exploitation, readiness to execute the envisioned plan, mistrust /distrust, territorial behaviour by members perceived as partners, environment, exposure, values and members who join/volunteer for personal gain (see Appendix 4).
- **Opportunities:** Members of the Planning Team identified the potential to promote reciprocation through its R2R programme, College brand as a premier institution and make CTCAAi a household name, utilize alumni presence on the College's Board of Directors, reconnect with alumni and existing Chapters to grow the membership and develop a database of resources, build on College programmes in business, education and information technology and increase the interest and contribution gained at the College reunion (see Appendix 5).
- **New idea:** The concept of branding the Association's planning and evaluation session as an annual event in which persons can plan to participate was introduced under the name Fusion, as an opportunity to bring ideas together through diversity. As the word "fusion" is used in many environments, it was agreed that the event should be called FUSION-CTC (see Appendix 6).
- **Accomplishments to date:** Those identified were registered Association and its successful launch, current Bylaws, R2R to promote reciprocation, STAR programme to manage the distribution of funds to assist students' study, and contribution of USD400.00 to purchase the Chapel door. Having discovered that R2R is a commonly-used acronym, it was agreed that the meaning "Return to Reciprocate" should be included in the logo.
- **Mission Statement:** Following its presentation by the President, a task group was selected to review and present its recommendations to the Planning Team (see Appendix 7).

The mission of the Alumni of Church Teachers College is to promote and enhance the growth, progress, and general welfare of its students, to increase membership by establishing chapters around the world and to improve educational enterprises, programs and services through the formation, implementation and management of the affairs of its alma mater.

- **Strategic Objectives:** After developing the above recommendation, the task group developed unutilised aspects of the draft into Strategic Objectives. These related to acquiring funds to support the traditions and purposes of the College, networking among members and their families, alumni's knowledge of the College's activities and opportunity to assist with the growth of its programs (see Appendix 8).

Develop the road map

This section of the agenda was centered around developing the operational tools to support the Strategic Planning. Most attention was given to developing the short term, medium and long term plans. Recommendations by the Team related to membership growth, fund-raising, restoration and beautification, sponsorship and alumni events (see Appendix 9).

Confirmation

After being presented with an overview of the day's deliberations, members of the Planning Team confirmed the Mission Statement, approved presenting the Vision Statement to the wider membership for input and gave the assurance that all concerns were resolved. They were then presented with the Evaluation process governed by Key Performance Indicators that should be established at the planning stage of any activity. As time did not allow for the production of Action Plans and Cost-Benefit Analysis, samples of these will be provided following the Planning Session (see Appendix 10).

Conclusion

President Mike Andrews thanked everyone for the attendance and participation; extended special thanks to David Edwards for fitting the Association's matters into his already busy schedule for the day, gave special mention to Crouse, Dervent and Liz for travelling from out of town to attend the meeting, adding special thanks to Liz for hosting the Session.

Signed: Liz Smith

Appendix 1

Vision

- *World class institution*
- *Restoration of run-down facilities*
- *25% Alumni participating in activities*
- *Active, vibrant alumni giving back to fulfill the mission*
- *Participation by academic staff*
- *CTC as being well-known in the community*
- *Alumni that is vibrant, reciprocating to the College, attending meetings and reaching mission*
- *Global in nature*
- *Alumni in the forefront of the activities*
- *Vibrant linkage to support uplifting programmes*
- *CTCAAi is a household name /brand*
- *Secretariat to execute the Association's ideas*
- *College is the Headquarters /Office for the Alumni /Staff*
- *CTC promoted as premier institution in teacher education*
- *Activities by the College to create graduates who are key leaders in nation building*

Appendix 2

Vision Statement

Below is a Vision Statement that was presented at the session; followed by a revised version by a task group selected to review and make its recommendations to the Planning Team:

o Original:

CTCAAI Vision Statement;

The vision of CTCAAI is to see the progress, growth and perpetual advancement of Church Teachers' College in becoming one of the world's premier institutions for Teacher Training;

That the CTC Alumni Association Inc will be a dynamic, member-focused organization, driven by values and directed towards supporting the social, intellectual, and spiritual needs of all present and future alumni among established chapters over the world.

o Revised:

The Vision of Church Teachers' College Alumni Association Inc is to be an active and vibrant organization which positions /elevates Church Teachers' College as a leading educational institution, promoting the well-being of the College in all aspects of its contributions to society.

o Later revised by the Planning Team:

The Vision of Church Teachers' College Alumni Association Inc is to be an active and vibrant organization which elevates Church Teachers' College as a leading educational institution, promoting the well-being of the College in all aspects of its contributions to society.

Note: All agreed to present this to the wider membership for its input due to the expressed concern regarding the word "elevates", which was accepted following a 4:5 majority vote over the word "position"; but still not seen to be the best word.

Task group: Mike Andrews, Hepburn Davis, Errol Tomlinson and Heather Kettle led by Derwent Wiltshire

Appendix 3

Values

Members of the CTCAAi value:

- *Increased effectiveness through tangible outcomes*
- *Reciprocation to support tradition and meaningfully give back to the College*
- *Common goals /purposes*
- *Development of the Association's objectives*
- *Increased synergies within the network to grow human and financial resources*
- *Implementation of an operational plan*
- *Maintenance of the institution's heritage*
- *Sustainability for a long-lived institution*
- *A financially strong scholarship programme*
- *Plans that produce tangible outcomes*

Appendix 4

Risks

- *Misinterpretation of ideas*
- *Exploitation*
- *Communication breakdown*
- *Readiness*
- *Interests*
- *Values*
- *Conflict*
- *Environmental conditions*
- *Lack of exposure*
- *Mistrust /distrust*
- *Territorial protection*
- *Financial – competition*
- *Self-gain; personal agenda*

Appendix 5

Opportunities

- *Develop community awareness*
- *Presence on the Board – specific individual*
- *Premier institution*
- *Household name*
- *Establish a database*
- *Facebook to grow the membership*
- *Sustaining the life of the College*
- *Give back*
- *Wealth of resources*
- *Reconnecting with the chapters*
- *Connect with alumni*
- *Resources – business, education, IT education*
- *Address the perception that you have to be a teacher to be a member of CTCAAI*

Appendix 6

New Concept

The word “Fusion” was introduced bill the Association’s planning and evaluation session as an annual event in which persons can plan to participate.

- Calibrate
- Bring together differences
- Bringing minds together
- Diversities

As this word is used in many environments, it was agreed that the event should be called FUSION-CTC.

Appendix 7

Mission Statement

Below is a Mission Statement presented at the session; followed by a revised version submitted by a task group selected to review and make its recommendations to the Planning Team:

o Original:

The mission of CTCAAI is to;

Promote the growth, progress, and general welfare of Church Teachers' College;

Foster and encourage improved educational enterprises, programs and services of Church Teachers' College;

Enhance the general welfare of the College through the formation, implementation and management of development programs;

Solicit and encourage alumni and friends of the College to make gifts, deeds, bequests and contributions of whatsoever nature to the College to perpetuate the traditions, purposes, growth and progress of Church Teachers' College.

Establish chapters around the world where CTC Alums live.

Foster socialization and harmonious relationships among Members, Associate Members and Honorary Members, and their families.

Keep Alumni conversant with the programs and activities of the College;

Provide financial support to CTC and its programs;

Assist the institution in the growth of its academic, administrative, cultural, and extracurricular activities.

o Revised:

The mission of the Alumni of Church Teachers College is to promote and enhance the growth, progress, and general welfare of its students, to increase membership by establishing chapters around the world and to improve educational enterprises, programs and services through the formation, implementation and management of the affairs of its alma mater.

Task group: Pam Rose, Crouse Campbell and Barry Farquharson led by Liz Smith

Appendix 8

Strategic Objectives

The below objectives were developed from unutilised aspects of a draft mission statement presented to the Planning Team:

- Solicit and encourage alumni and friends of the College to make gifts, deeds, bequests and contributions of whatsoever nature to the College to perpetuate the traditions, purposes, growth and progress of Church Teachers' College.
- Foster socialization and harmonious relationships among Members, Associate Members and Honorary Members, and their families.
- Keep Alumni conversant with the programs and activities of the College;
- Provide financial support to CTC and its programs;
- Assist the institution in the growth of its academic, administrative, cultural, and extracurricular activities.

Appendix 9

Plans

Below is the list of plans developed by task groups of the Planning Team:

<u>Five year plan</u>	<u>Details</u>	<u>Due Date</u>
1 st year	<ul style="list-style-type: none"> ○ Membership drive to recruit 300 active members ○ Increase dues from membership by the end of February ○ Increase sponsorship ○ Complete tiling the chapel tiling project; door for the chapel ○ Revisit tile project – identify someone to promote the drive through fliers 	Nov 1, 2011
2 nd year	<ul style="list-style-type: none"> ○ Establish alumni chapters globally, should be operative ○ Establish a five year annual plan of activities ○ Establish swimming pool project ○ Acquire position on College Board of Directors for an Alumni Rep 	
3 rd year	<ul style="list-style-type: none"> ○ Hold an anniversary banquet and dance to raise USD10,000.00 ○ Establish beautification project of the sports field ○ Establish seating and tree planting project to provide shade 	
4 th year	<ul style="list-style-type: none"> ○ Revisit 5 year plan to evaluate success and make necessary changes ○ Identify places /chapters to hold annual reunion ○ Increase sponsorship through alumni and businesses ○ Encourage chapters to have fund-raising events 	
5 th year	<ul style="list-style-type: none"> ○ Establish an Academic Science Scholarship ○ Establish a global scholarship committee 	
<i>Task group: Pam Rose, Barry Farquharson and Hepburn Davis</i>		
<u>Three year plan</u>		
Plan 1	<ul style="list-style-type: none"> ○ Increase number of paid-up /active members ○ Increase membership to 200 persons ○ Recruit members through Facebook, Yahoo, phone calls and Graduate.com 	
Plan 2	<ul style="list-style-type: none"> ○ Increase attendance to Reunion to 300 members; will settle for 200 members 	
<i>Task group: Ale Wilson and Errol Tomlinson</i>		
<u>90 day plan</u>		
Objective to raise USD3,000.00		
1 st 30 days	<ul style="list-style-type: none"> ○ Hold a Rally of the Batches to raise USD1,000.00 ○ Collect USD5.00 each from 200 persons ○ Contact batch leaders to mobilize members of their batches 	Nov 2011
2 nd 90 days	<ul style="list-style-type: none"> ○ Christmas Dinner to raise USD2,000.00; will settle for USD1,000.00 	Dec 2011
3 rd 90 days	<ul style="list-style-type: none"> ○ Raffle of electronic items to raise USD1,000.00 ○ Acquire two items not exceeding USD250.00 per item; 1 each for Jamaica and the US 	Jan 2012
<i>Task group: Mike Andrews and Crouse Campbell</i>		

Appendix 10

Sample: Action Plans

PLAN No: 1

DATE: October 22, 2011

SPECIFIC RESULTS: To host a dinner dance as an event to raise USD10,000.00 net and scheduled for May 26, 2012.

#	ACTION STEP (Number each one)	ASSIGNED TO:	STARTING DATE:	DUE DATE:	COMPLETED DATE:
1	Identify and invite members to sit on a planning committee	Liz	22/10/11	29/10/11	29/10/11
2	Hold meeting to discuss aspects of the dinner dance: <ul style="list-style-type: none"> o Venue o Music o Menu o Other features o Promotion o Ticket sales o Décor 	Liz	24/10/11	31/10/11	31/10/11
3	Source location and propose menu	Heather	1/11/11	8/11/11	8/11/11
4	Secure music	Errol	1/11/11	8/11/11	8/11/11
5	Confirm guest speaker	Pam	3/11/11	10/11/11	15/11/11
6	Collect cheque and pay deposit on the hotel	Heather	3/11/11	10/11/11	10/11/11
7	Confirm menu and discuss décor with the hotel	Heather	3/11/11	10/11/11	10/11/11
8	Design and get tickets printed	Hepburn	3/11/11	10/11/11	10/11/11
9	Organize advertising schedule	Pam	3/11/11	10/11/11	12/11/11
10	Post event on social networks	Hepburn	3/11/11	10/11/11	10/11/11
11	Arrange for ticket outlets	Barry	5/11/11	12/11/11	15/11/11
12	Confirm advertising spots on radio, television, newspaper	Hepburn	5/11/11	12/11/11	12/11/11
13	Contact batch reps to sell and promote ticket sales	Ale	5/11/11	12/11/11	12/11/11
14	Liaise with Mike for sponsor letters	Liz	5/11/11	12/11/11	12/11/11
15	Collect and deliver tickets to outlets	Barry	12/11/11	19/11/11	22/11/11
16	Prepare press releases	Liz	12/11/11	19/11/11	19/11/11
17	Report on distribution of tickets	Barry	18/11/11	25/11/11	25/11/11
18	Order giveaways	Errol	18/11/11	25/11/11	27/11/11
19	Pay deposit on band, décor, advertising,	Pam	18/11/11	25/11/11	25/11/11
20	Submit draft programme to the Committee	Pam	22/11/11	29/11/11	29/11/11
21	Post updates on social networks	Hepburn	22/11/11	29/11/11	29/11/11
22	Invite out of town members event	Ale	22/11/11	29/11/11	29/11/11
23	Report on ticket sales	Barry	31/01/12	08/02/12	08/02/12
24	Contact out of town members to assist with accommodation, transportation	Ale	11/02/12	18/02/12	18/02/12
25	Arrange welcome for out of town members	Ale	11/03/12	08/02/12	10/02/12
26	Report on ticket sales	Barry	31/03/12	08/03/12	08/03/12
27	Sample menu	Team	02/04/12	09/04/12	09/04/12
28	Collect programmes and giveaways	Pam	10/05/12	10/05/12	12/05/12
29	Arrange for availability of change at the event	Barry	10/05/12	17/05/12	17/05/12
30	Meet guest speaker and take to the hotel	Pam	25/05/12	25/05/12	26/05/12
31	Attend event	Team	26/05/12	26/05/12	26/05/12
32	Hold evaluation meeting	Liz	11/6/12	10/06/12	10/06/12
33	Submit report to Board on the event	Liz	18/6/12	17/06/12	17/06/12
		Responsible: Liz Smith			

COSTS

BENEFITS

<p>Tangible:</p> <ul style="list-style-type: none"> ○ Printing 200.00 ○ Venue 500.00 ○ Meal (200@50.00) 10000.00 ○ Transportation for guest speaker 50.00 ○ Phone calls, stationery, mail 75.00 ○ Advertising 200.00 ○ Giveaways 500.00 ○ Band 1000.00 ○ Décor 500.00 ○ Programme <u>300.00</u> TOTAL 13325.00 	<p>Tangible</p> <ul style="list-style-type: none"> ○ Sponsorship 5000.00 ○ Ticket sales (200@100.00) 20000.00 ○ Meal (200@50.00) 10000.00 ○ Advertising (Programme) 1000.00 ○ Donations 1000.00 ○ Pledges <u>5000.00</u> TOTAL 42000.00
<p>Intangible:</p> <ul style="list-style-type: none"> ○ Time to organize event, contact event partners, liaise with committee members ○ Meeting time ○ Stress due to the nature of the event 	<p>Intangible:</p> <ul style="list-style-type: none"> ○ Social networking ○ Reconnecting with fellow alumni ○ Community awareness ○ Stress relief from meeting past alumni ○ Building of camaraderie among alumni and their families ○ Membership growth
<p>Opportunity Costs: USD13,325.00</p>	<p>Return on Investment: USD28,675.00</p>