



GLOBAL CHE NETWORK

STRATEGIC PLAN

January 12 & 13, 2010
Phoenix, AZ

Facilitated by:

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GLOBAL CHE NETWORK

Participants

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GLOBAL CHE NETWORK

VISION STATEMENT

Global CHE Network envisions every nation permeated with the hope and transforming power of the Gospel.

MISSION STATEMENT

The Global CHE Network works collaboratively to empower for effective CHE ministries.

SURVEY ANALYSIS

GCN Strategic Planning participants review of the “Global CHE Network Founders Survey January 2010”. It was sent to all members of GCN with 129 responses. 7 of the 15 questions were presented for discussion at this meeting

Survey Response Sections	What are some things that stood out for you?	What excites you about the survey data?	What do you find challenging?	What have we learned?
CHE Network do to help you in your community	<ul style="list-style-type: none"> • Responses directed to our own organization, not GCN • %'s about the same • Respondents want more non-personal help (lessons, yes; don't come!) 	<ul style="list-style-type: none"> • Respondents & Trainers – thinking the same and want help 	<ul style="list-style-type: none"> • Global involvement means more work for me! • Help communities understand their “real” needs • Hesitant to express need for help from CHE constituency 	<ul style="list-style-type: none"> • Safe environment for open communication & clear communication • Recognize we have a need
Website	<ul style="list-style-type: none"> • Taking over role of CHE toolbox as a resource • Primary use – info • More for practitioners & CHE – harmony? • \$\$\$ 	<ul style="list-style-type: none"> • 6700 visits in 6 months • 168,920 hits – 25 per visit • Being used 	<ul style="list-style-type: none"> • Multi-language limited access due to English only • All materials accessible on the web 	<ul style="list-style-type: none"> • Very useful • Lots of hits • Limited due to language
Newsletter	<ul style="list-style-type: none"> • Not so useful only 35% open it • Link to website • Getting to the right people 	<ul style="list-style-type: none"> • Not much...good beginning 	<ul style="list-style-type: none"> • Wrong pool receiving it 	<ul style="list-style-type: none"> • What would turn this into a more useful tool? Help us....
Internship	<ul style="list-style-type: none"> • 43% of people were uncertain of internship • Not sure why • Do we need to do more to promote/clarify 	<ul style="list-style-type: none"> • 50% would promote or send people 	<ul style="list-style-type: none"> • Few people are willing to raise funds or scholarships 	<ul style="list-style-type: none"> • How can we address? • Would like to assess success of internship multiple years out • Is there a regional slant on data?
GCN do to help your org achieve its goals?	<ul style="list-style-type: none"> • Desire for excellence • Humility to seek help to be better • Lack of lower interest in social networking (due to language/technology?) 	<ul style="list-style-type: none"> • Stan & Terry are on the right trajectory • Network • Access to Info • CQI of lesson plans 	<ul style="list-style-type: none"> • Language & technology barriers • Getting info (including survey response) from core constituents 	<ul style="list-style-type: none"> • There's a lot of work to be done • There's a number who are interested in doing the work
Which contributions might your organization make to the expansion of CHE worldwide?	<ul style="list-style-type: none"> • Desire for help/skills in helping CHE succeed within the calling God has for each org. • Resource database of lesson plans/translation efforts beneficial to all 	<ul style="list-style-type: none"> • Exiting that there's significant buy-in for CHE – 40% org. leaders felt in creating lesson plans/translation 	<ul style="list-style-type: none"> • Resources are limited – “person training CHE has hands full already with one org.” 	<ul style="list-style-type: none"> • Reflects a sentiment of autonomy-focus from org's • Mutual exchange in areas of common commitment seems very important to orgs. • Website – potential for interactive database, lessons learned, etc.
How can the website serve the network?				
<ul style="list-style-type: none"> • What are the barriers? • Language barriers • Specialists – Models – Lessons • Balance between contextualization & transferability • Multi-language • Measuring effectiveness 				

Focus Question

“How can we expand the CHE movement into every corner of the world and strengthen each other’s ministries using our collective assets for the sake of the Kingdom of God?”

Strategic Planning Process

- Articulation of a ***practical vision*** for the next three to five years.
- Identification of the major ***underlying contradictions*** currently blocking the vision.
- Formulation of ***strategic directions*** around which to mobilize action for the next two to three years.
- Development of a one-year ***implementation plan*** that includes a brainstorm of current reality, success indicators, and one-year measurable accomplishments for each strategic direction; a quarterly calendar of accomplishments, and assignments for each accomplishment.

All of the results present in this document came from individual, small group and large group discussions using consensus building techniques of the 29 participants.



Filling the Whole in the Gospel

Historical Review

	Forming Years		Storming Years					Performing Years		
	Prior 1990	1990-1993	1994-1996	1997-1998	1999-2000	2001-2002	2003-2004	2005-2006	2007-2008	2009-2010
CHE Movement	<ul style="list-style-type: none"> • CHE documented • Uganda • Stan Rowland CCC to MAI • Hugo Gomez Guatemala • 1st TOT in Kenya • MAI adopted CHE • Late 80's 1st CMF^{ers} attend CHE training – Linda Brock & Patsy Wells • First TOT in Guatemala • CHE moves from CCC to MAI • MAI changed strategies clinics to CHE • Vision of giving away CHE strategies (Stan & Paul) 	<ul style="list-style-type: none"> • 1st Mbugi Mayi CHE program in DRC 1990 • 3 CHE workshops during Congress for Latin America Evangelism Ecuador • Bibiana takes TOT 1 Dominican Republic • Arno Enns MAI's began spreading CHE from Central America to Caribbean and South America • CHE in Philippines • CHE in Haiti through MAI 	<ul style="list-style-type: none"> • Equip grasps the CHE vision • MAI began doing cooperation agreements to empower other agencies to use CHE 	<ul style="list-style-type: none"> • CHE enters 1st creative access country • Florence & Festus Muindi join CMF and launch CHE in Addis' Ababa • 1st CHE training on mainland and SE Asia in Cambodia 	<ul style="list-style-type: none"> • 1st TOT Tajikistan • David Jung takes CHE • 1st Central Asia Area Council • Charlotte takes over work in Central Asia • 1st CHE working group in SE Asia • CHE begins in Vietnam, Indonesia, Myanmar, Laos, Thailand • "CHA" started in Liberia • CHE initiated in S. Pacific Biebers 	<ul style="list-style-type: none"> • Consultants and CDE • 1st TOT Afghanistan • First internship Philippine • Global Missions Health Conference • Gil Odendaal CHE in Africa • CHE best evangelism & discipleship Dr. J. Engel • Kim killed in Iraq • Decentralization of CHE • DRC shows 50% decrease in infant mortality (Dr. T. Andrews) • Loss of major donor for MAI 	<ul style="list-style-type: none"> • Focus from projects to movement • Philippi South Africa • Chiang Mai Thailand • Carrie Stewart takes CHE • 56 CHE countries • 1st Latin America internship • MAI adopts CHE vision • Bibiana becomes RC /Caribbean • MAI establishes regional and area councils • Upside down leadership pyramid • New partners implementing • Hugo RC in Central America 	<ul style="list-style-type: none"> • CHE/HIV Ivory Coast multiplies (CMF) • World Challenge 1st exposure • CMF Nairobi launched • (CHE) now 3000+ kids in school • Swaziland 37% HIV/Aids rate (1st missionary from a CHE project in South Africa) • World Challenges 1st Partnership for CHE Cambodia • Africa divided in 3 regions Nzuzi, Dayo, John and Madelle 	<ul style="list-style-type: none"> • 1st TOT Malawi • Tucson 29th St. Corridor • CMF/FAME partnership • Judy Fish fulltime • Terry D/Stan Rowland • BDGM leaders 6 villages • Santa Barbara Urban NT • Guadalupe, AZ work • Life Wind MesoAmerica CHE • GHNI TOT 1 Ethiopia • MAI/LW central role • Economic limitations & growth • Online Reach Global Equip 	<ul style="list-style-type: none"> • 90 CHE countries • Major restructuring • TOT 1 N. Ghana VFA • Global CHE Network • 523 Equip Trainers • Lira, Uganda World Challenge's • 482 programs Mayi, Congo • Baja, Mexico Hugo, Terry, Jody • Global CHE enterprises • Living Faith Church • MACA more participation • Pastors CHE in Kabu E. Zambia • CHE back in Orthodox Church in Ethiopia
Community & Global	<ul style="list-style-type: none"> • Liberation Theology • Health for All • Alma Ala primary care Global Health Agenda • Proliferation of STM's • Lusanne Congress on World • Evangelism 	<div style="border: 2px solid black; padding: 10px; margin: 10px auto; width: 80%;"> <p><u>Learning's and Implications</u></p> <ol style="list-style-type: none"> 1. CHE is Spirit led/God led 2. How God works through what we see as crisis 3. Maturity of leadership to shift from pyramid to shared/collaboration 4. God can do great things w/people who are willing </div>					<ul style="list-style-type: none"> • NA agencies seek local solutions • 9/11 crisis 	<ul style="list-style-type: none"> • 2007 Peru Earthquake • 2007 Faith-based Office (WH office) • 2008 Myanmar Tsunami Short Term Team (Korean Church) Hostage in Afghanistan 		



Practical Vision

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What do we want to see in place in 3-5 years as a result of our actions?

Increased Global & Regional Collaboration	Access Across Cultures, Languages, & Learning Preferences	Network Core Values	Measurable Community-Owned Indicators for Transformation	Expand CHE as a Strategy for the Church Locally & Globally	A Secure Accessible CHE Clearing House for Information & Collaboration	CHE Strategy for Short-Term Missions	Urban CHE as Prevalent as Rural CHE	Increased Leadership & Collaboration Among Member Organizations
<ul style="list-style-type: none"> • More regionalization with cross-stimulation 	<ul style="list-style-type: none"> • Intentional strategy for: Multi-language lessons, multi-language web-site, orality movement • More effective in or(all) societies (spiritual depth through storytelling) • Increasing language access to web & materials 	<ul style="list-style-type: none"> • Global set of shared values • Core values defined & used as standard • Replaced addition w/multiplication thru collaboration • Adequate CHE funding with no impairing of future self-reliance • Maintain transferability while contextualizing CHE content 	<ul style="list-style-type: none"> • Measureable objectives of both “physical” & “spiritual” components • Indicators and tools for measuring transformation • Successful models in each area • Standardized effectiveness indicators • Agreed upon criteria for effective CHE implementation “measurable” • 20% reduction in child mortality in areas w/active CHE’s 	<ul style="list-style-type: none"> • 100,000 CHE’s mobilized by network members • Active CHE’s in 135 countries • 600 member organizations actively using CHE • Expansion into 40 new countries • CHE as the operating system for the Church locally & globally (models in 3-5 years) • CHE strategy becomes widely known across Church leadership globally • CHE principles working in all areas of member organizations • 5000 new churches – recognized agents of transformation in their communities • Increase people coming to Christ • Making CHE the preferred strategy • God gets the glory not the entity 	<ul style="list-style-type: none"> • Accessible, organized, cross-reference body of materials • Mechanism for opportunities to assets • Secure & accessible clearinghouse of information & collaboration • Communication : success, failures, ideas, models, lessons learned • Centralization of scheduled training, lessons, and master trainers 	<ul style="list-style-type: none"> • Organizations STM’s focus on development CHE rather than relief or curative • Effective CHE engagement pathway for STM’s emphasis Global South churches 	<ul style="list-style-type: none"> • Urban CHE in major cities world-wide 	<ul style="list-style-type: none"> • 50 organizations have CHE coordinators working across organizational lines

- More empowerment of the local church for CHE

Strategic Plan

Underlying Contradictions

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What is blocking us from moving toward our vision?

Cross-Cultural Misunderstanding	Narrow Perspective on Kingdom Collaboration	Faulty Theology of Mission	Success Criteria is Ambiguous	Undefined Values in the New Structure	Don't Have Enough Viable Urban Models or Credibility to Convince Partners to Risk	Unclear on Our Collaborative Identity and How We Will Work Together	Poor Communication	Organizations Have Limited Capacity
<ul style="list-style-type: none"> • Easier to do for than work with • Dominant culture's tendency to paternalism • Training that overcomes ethnocentric donor driven mentalities • Original concept for STM expectations • Unwilling to validate ST as God-send • Ethnocentricity & blindness to barriers (not my culture, "what you do it how?" "I'm Ok, what's your problem?") • It's easier to focus on needs than focus on assets • Not valuing insights and leadership of other cultures (unintentional) • Disconnect between global (corporate) vs. frontline (field) 	<ul style="list-style-type: none"> • Meet our needs first • Higher value on own organization than collaboration • Superficial relationships narrow perspective • Inadequate knowledge of each other • Identity & pride blocks collaboration (unwillingness to work with others due to sense of focus on own tasks or potential loss of control/identity) • NIHS - Not invented here syndrome • Divided loyalties 	<ul style="list-style-type: none"> • Incomplete understanding of the Whole Gospel by Church leaders • (Expand CHE to Church) World View (one dimensional) that only the spiritual counts • Low mission vision in North America • CHE must compete for Church priority (seen as just one out of many other church programs) 	<ul style="list-style-type: none"> • Indicators low priority of assessment • Motives for compiling indicators (i.e. is this to assess transformation as defined by community or to advance corporate agendas) • Reluctance to have their ministries measured • Discord between Western view of measurement & field view • A common understanding while valuing diversity 	<ul style="list-style-type: none"> • Contradiction between adopting CHE strategy vs. values • Eager for CHE as tool/benefit without interest in core value behind it • A strong embracing of core values & vision absent • Fuzzy interpretation to fit one's own context • Unclear values 	<ul style="list-style-type: none"> • Effective models • Urban pilot models are young and untested • Low precedent of urban CHE among churches • Church regains prominence as transforming agent • Uncertainty how STM teams can help long-term CHE • Fear & misunderstanding of implementing CHE in a city 	<ul style="list-style-type: none"> • Need to know needs, benefits, working models, vision for collaboration • Owner & framework challenges • Strategy for consensus 	<ul style="list-style-type: none"> • Communication – user friendliness • Can't share – failure equals low credibility • Try to nail Jello to a tree 	<ul style="list-style-type: none"> • Organizations limitations • Increased workload ratio for STM training

- Language barriers

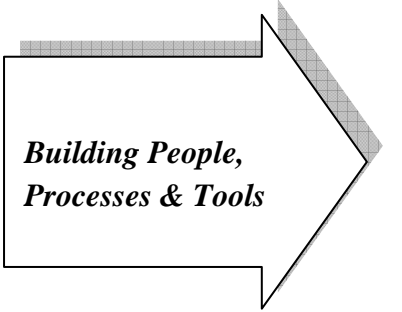
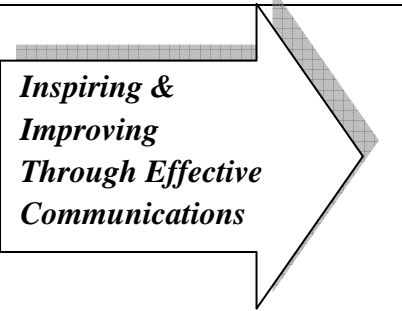

Strategic Plan

Strategic Directions

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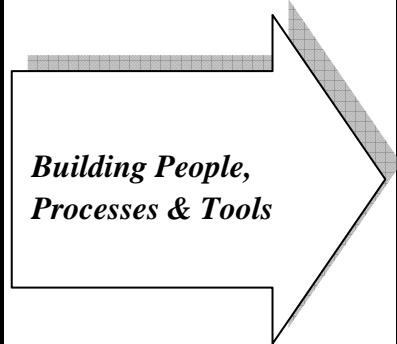

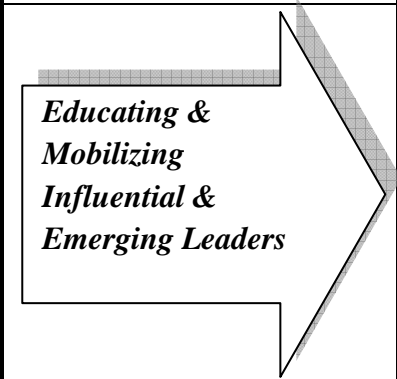


What innovative substantial actions will deal with the underlying contradictions and move us toward our vision?


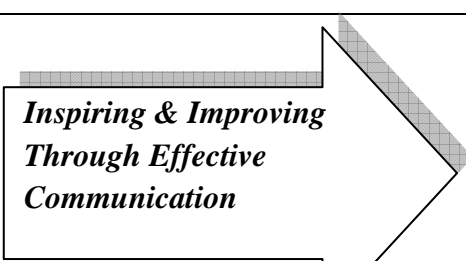
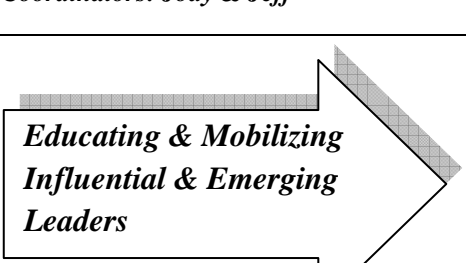
<p><u>Meet to Build Identity Through Shared Vision</u></p> <ul style="list-style-type: none"> • Ongoing regional and global meetings (every 3 years CHE Urbana?) Venue • Foster Founders Forums • Regional cross-cultural summit to validate issues, values & challenges • Define vision, core values & develop an action plan • Regionalize the Network • Foster meetings enables empathizing with the CHE movement • Discover community success through PLA & Storying • Create representative working groups for key strategic directions/objectives 	<p><u>Strengthen Organizations to Build CHE Movement</u></p> <ul style="list-style-type: none"> • Do ABCD for organizations (asset-mapping) • Invite GCN members to “Tree of Life” partnership training • Intellection Confidence Course (exercise) • Organize and advertise capacity building seminars 	<p><u>Expand CHE Across Organizational Lines</u></p> <ul style="list-style-type: none"> • Recruit CHE coordinators jointly with sending orgs • Invite sister agencies to enter new countries 	<p><u>Clearly Define & Communicate to Entities that Keep Movement Alive</u></p> <ul style="list-style-type: none"> • Define/explain Primary Organs 	 <p><i>Building People, Processes & Tools</i></p>
<p><u>Facilitate Exchange of Ideas & Connections</u></p> <ul style="list-style-type: none"> • Integration of blogs, newsletters, website, social media, etc. • Foster web site forum for active interchange with seeding as necessary • STM to capture CHE stories around world (video, photo, reporting) • Social networking • Harvesting ideas both ways – intentional nodes of communication 	<p><u>Document What We Are Doing</u></p> <ul style="list-style-type: none"> • Invite GCN members to submit their 5 key measurements of transformation to WG • Document evidence of successful CHE • Show & Tell conference • Use evidence-based indicators 	<p><u>Promote Enthusiasm For Urban CHE</u></p> <ul style="list-style-type: none"> • Create Urban CHE working group to collect & share best practices • Case studies on successful Urban CHE models • Continue to publicize Urban CHE accomplishments thru website, meetings 		 <p><i>Inspiring & Improving Through Effective Communications</i></p>
<p><u>Envision Leaders for CHE</u></p> <ul style="list-style-type: none"> • Vision casting CHE site visit for church pastors & leaders • Showcase models in strategic cities (vision casting based on relationship/peer-pastors) • Share CHE approach and results with non-informed people • Freeze Jell-O, drill hole, nail to tree! (be creative) • Take skeptical leaders to see 	<p><u>Expose & Train Influential & Emerging Leaders in Wholistic Transformation</u></p> <ul style="list-style-type: none"> • Study the culture and live in the community • Teach wholistic theology to young pastoral students • Organizations drive wholistic mission education movement (podcasts, conferences, go viral) • Take key leaders to experience 			 <p><i>Educating & Mobilizing Influential & Emerging Leaders</i></p>

successful Urban model	holistic Theology <ul style="list-style-type: none">• STM Exchange Program (home stay)			
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Brainstorm of Year-One Accomplishments

Strategic Directions	Current Reality	Year One Accomplishments	Success Indicators
 <p style="text-align: center;">Building People, Processes & Tools</p>	<ul style="list-style-type: none"> • Practice approved core values; a working document • Vision, mission, strategic directions 1/10/10 • Founders Meetings • Terry – Full Time • Legal entity/website • 1069 individual members 116 member organizations • Area councils, regional councils, working groups • 3500 lessons 	<ol style="list-style-type: none"> 1. Research working models 2. Regional councils take responsibility for following years council 3. Working group to plan next North America Founders meeting (Louisville) 4. Recruit needed administrative Assistant 5. Create a feedback loop for material 6. Revenue Model 7. Coordination Structure 	<ul style="list-style-type: none"> • New well functioning regional and area councils/working groups • Strategic meetings of key leaders yearly • Global gathering of CHE leadership every three years • Feedback loop for CHE materials subscription based online dist. • Revenue sufficient • Coordinating structure
 <p style="text-align: center;">Inspiring & Improving Through Effective Communication</p>	<ul style="list-style-type: none"> • Newsletter, website, face book, worldwide open • Regional councils, area councils, regional websites/newsletters • Site visit • Some urban CHE projects • Founder meetings • Web survey • Urban CHE is “in diapers” • Global CHE network has paid staff or source of income 	<ol style="list-style-type: none"> 1. Developed Wikipedia tools that support peer-peer collaborations (social media, etc.) 2. Determined how to tie in field with no PC access (example: RC take data to field; who is using what on website) 3. Defined success indicators (general agreed upon) – local, donor; who cares about what 4. Determine/survey what will really help the field (use Founder’s meetings?) 5. Dedicated web manager 6. WG to oversee strategic direction for communication 7. Urban CHE survey (ea region) generate urban CHE case studies 8. Generate “lessons learned/best practices” from CHE 	<ul style="list-style-type: none"> • 2 way communicated (“everyone connected”) • Peer-peer communications (not command/control) • Less surprises more awareness on best practices and who is playing • Clear view of success (database of success evidence) • Urban CHE = Rural CHE • Urban CHE in school “potty trained”
 <p style="text-align: center;">Educating & Mobilizing Influential & Emerging Leaders</p>	<ul style="list-style-type: none"> • Hugo, presented TOT 1 to 65 Baja Bible School students • Network wide 70-100 trng. events • Growing awareness • 12 Urban CHE USA • Not well connected to USA seminaries • No one sees the whole “big picture” but network is getting us closer • Inadequate cross organizational reporting • EFCA & CMF require CHE training of all candidates 	<ol style="list-style-type: none"> 1. Survey North American Christian educational institutions for teaching CHE 2. Showcase N.T. models on website 3. Enhance credibility with a centralized, virtual reporting forum 4. Introduce CHE curriculum into one N. American educational institution 5. Teach 3 CHE workshops at National Missionary Convention 6. Double CHE workshops 7. Assess mission agency CHE training requirements 	<ul style="list-style-type: none"> • # of vision seminars conducted • Graduated students implementing CHE • 75 organizational leaders complete networks survey • Number of members reported vision trips

One-Year Accomplishments by Quarter

Strategic Directions	1 st Quarter January - March	2 nd Quarter April - June	3 rd Quarter July - September	4 th Quarter October – December
<p>Overall Coordinator: Terry</p>				
<div style="border: 1px solid black; padding: 5px; text-align: center;">  <p><i>Building People, Processes & Tools</i></p> </div> <p><i>Coordinator: Terry</i></p>	<ul style="list-style-type: none"> • Working group formed to plan next N.A. Founders meeting (<i>Justin, Gil, Dennis, Terry, Carrie</i>) • Revenue Model Created (<i>Justin</i>) 	<ul style="list-style-type: none"> • Researched Working Models (<i>Charlotte, Stan, Karl</i>) • Recruited needed Administrative Assistant (<i>Terry, everyone</i>) • Completed Coordinating Structure (<i>Gil, Terry, Dennis</i>) 		<ul style="list-style-type: none"> • Created a feedback loop for material (<i>Arnie, Jody</i>) • Regional Councils have taken responsibility for following year’s council (<i>Terry, All Coordinators</i>)
<div style="border: 1px solid black; padding: 5px; text-align: center;">  <p><i>Inspiring & Improving Through Effective Communication</i></p> </div> <p><i>Coordinators: Jody & Jeff</i></p>	<ul style="list-style-type: none"> • Work group to oversee strategic direction for communication in place (<i>Jeff, Karl</i>) • Generated urban CHE case studies in each region (<i>John, David Giles</i>) 	<ul style="list-style-type: none"> • Survey of urban CHE completed (<i>Stan, Jody</i>) • Collected lessons learned/best practices from CHE (<i>Debbie, everyone</i>) 	<ul style="list-style-type: none"> • Surveyed fields and gathered info regarding what communication channel best serves their needs (<i>John Payne, other coordinators</i>) 	<ul style="list-style-type: none"> • Developed tools that support peer-peer communication/idea sharing (<i>Jeff, Terry</i>) • Defined generally agreed upon success indicators – evidence based (<i>Arnie, Jim</i>) • Web manager in place (<i>Jeff, Terry</i>)
<div style="border: 1px solid black; padding: 5px; text-align: center;">  <p><i>Educating & Mobilizing Influential & Emerging Leaders</i></p> </div> <p><i>Coordinators: John & Madelle</i></p>	<ul style="list-style-type: none"> • Showcased N.T. models on website – Link & coord. (<i>Stan</i>) 	<ul style="list-style-type: none"> • Surveyed CH. ED. North American institutions for teaching CHE in their curriculum (<i>John, Karen Herrera</i>) 	<ul style="list-style-type: none"> • Enhanced credibility with a centralized, virtual reporting forum (<i>Terry, Jody, Jeff</i>) • Introduced CHE curriculum into one North American educational institution (<i>John, Jody, Harold</i>) 	<ul style="list-style-type: none"> • Doubled CHE workshops being taught (<i>Paul, Okong</i>) • Assessed mission agency CHE training requirements – survey sent to missions agency virtually (<i>Tom, Naomi</i>) • Taught CHE workshops at National Missionary Convention (<i>David</i>)

IMPLEMENTATION PLAN**Strategic Direction:****Accomplishment (What):****Intent (Why):****Implementation Steps (How)****Who****By When****Team Members:****Resources Needed:****Person Responsible:**

Strategic Plan

Quarterly Evaluation and Refinement

Participants Those involved in the planning and implementation.	Rational Objective Assess accomplishments and plan for the next period	Experiential Objective Affirm and re-energize individuals and teams	Product/Outcome Clear tasks and roles for the next period
Qtr I Quarterly Planning Event	Qtr II Quarterly Planning Event	Qtr III Quarterly Planning Event	Qtr IV Annual Planning Event
<ul style="list-style-type: none"> ▪ Review of Vision, Underlying Contradictions, and Strategic Directions ▪ Evaluation of past quarter: Brainstorm of accomplishments, what didn't get done, obstacles, learning's, and implications ▪ Review and refinement of plan for next quarter; 90-day action plan for each accomplishment 	<ul style="list-style-type: none"> ▪ Review of Vision, Underlying Contradictions, and Strategic Directions ▪ Evaluation of past quarter: Brainstorm of accomplishments, what didn't get done, obstacles, learning's, and implications ▪ Review and refinement of plan for next quarter; 90-day action plan for each accomplishment 	<ul style="list-style-type: none"> ▪ Review of Vision, Underlying Contradictions, and Strategic Directions ▪ Evaluation of past quarter: Brainstorm of accomplishments, what didn't get done, obstacles, learning's, and implications ▪ Review and refinement of plan for next quarter; 90-day action plan for each accomplishment 	<ul style="list-style-type: none"> ▪ Review of Vision, Underlying Contradictions, and Strategic Directions ▪ Evaluation of past quarter: Brainstorm of accomplishments, what didn't get done, obstacles, learning's, and implications ▪ Development of measurable accomplishments for next 12 months for each strategic direction ▪ Accomplishments on quarterly timeline, assignments, 90-day action plan for each accomplishment
2hours	2 hours	2 hours	4 hours