

## **CAPACITY BUILDING THROUGH INNOVATION, ORGANIZATION, AND OPERATION**

### **INTRODUCTION**

You know the School for the Blind located here in Santa Cruz. Usually, I remind persons that the school is not a “Blind School”. It is a “School for Blind Children”! There is a significant difference in the two statements. To call the school the “Blind School” is to suggest there is no mission and vision by which the school is guided. On the other hand, to call the school the “School for Blind Children”, is to suggest mission and vision. The school knows the reason for its existence and thereby pursues its goals and objectives to service those persons who are visually impaired, compactly guided by its mission and vision.

Every business, family, and individual can cultivate both a mission (being) and a vision (doing) statement that serve as directorial principles for purposeful existence. Mission and vision go hand in hand. However, vision is guided by mission. In other words, what a person desires to do is guided by what he or she is! Profound!

Change Factory (2012) stated,

A vision statement should say something about us, our organization, our operating environment, our dream. When we read it, it should tell us where we are going. We should not be able to substitute our vision statement for other organizations inside and outside our industry.

Caribbean Nazarene College is not a blind school! The mission and vision of this institution is solid!

### **I. I HAVE A VISION OF EDUCATIONAL PERSONAL CONVICTIONS**

#### Mission Statement

I am committed to being a spirit-filled, educated, and competent leader.

#### Vision Statement

I am committed to being a spirit-filled, educated, competent leader who desires to prepare persons to know God, assist persons in finding a place of service in the world and the Church, inspire them to grow in every domain of life, and nurture persons in their life process.

The above vision statement includes my mission statement. This crystallizes my character and gives expression to my calling. This in turn leads to the development of values and beliefs that are guiding principles by which I live. You can easily tell why I developed the following value statements and belief statements.

### Value Statements

Truth-- This is the ability to be genuine, real, and legitimate.  
Love-- This is the quality of being devoted to life commitments.  
Hope-- This is the quality of expectancy and having a futuristic certainty.  
Integrity-- This is the quality of being consistent, reliable, and upright in daily living.  
Persistence-- This is the quality of resolve and determination to see completion.  
Educated-- This is the quality of having a scholastic perspective.

### Belief Statements

Honesty (I believe in openness and frankness in my dealings with people).  
Truth (I am committed to being genuine and real in every area of living).  
Love (I am committed to devotedness in every undertaking in life).  
Hope (I am optimistic about the future).  
Integrity (It is important to me to be reliable and consistent).  
Persistence (For me, following through to completion is an essential ingredient).  
Faith (I value the virtue of deep trust and loyalty).  
Discipline (I am committed to adhering to authority and maintaining order).  
Diversity (I value multiplicity in life).  
Unity (I am committed to harmony even when there is diversity).  
Education (I am committed to educational development)

### **A Personal Vision**

Personally, I have always maintained the mandate to develop leaders for Christian service and for service in the world of “secular” competition. Hence the development of the acronym P.A.I.N., which stands for the following:

**Preparation:** I desire to prepare persons to know God! This means I must be knowledgeable about the God I desire to prepare people to know  
**Assistance:** I desire to assist persons to find their place of service in the church and the world.  
**Inspiration:** I desire to inspire people to grow, physically, emotionally, mentally, spiritually, and morally.  
**Nurture:** I desire to nurture persons in their life processes.

### **Tying It All Together**

This personal expression of vision is not too far removed from the concept of organizational mission and vision. Certainly, the Bible is not arbitrary when it expresses “where there is no vision, the people perish”. Vision allows for the possibility of a person or an organization to have

a holistic system to retrospect (look at the past), inspect (evaluate the present), and prospect (plan for the future). The logical outcome of formulating a mission and vision statement is the origination of goals and objectives for effective measurement of accomplishment or insufficiency.

Where am I going? What do I want CNC to become? Is there purpose in what I am trying to accomplish? What resources do I need to accomplish the task? How am I doing thus far? What plans have I made for the future? Are there contingent plans in place? What are the support structures that need to be in place to accomplish goals? Are there key persons I need on board? These are serious questions! These questions let a person know that mission and vision, and goals and objectives are important for purpose. These questions are answered from the guiding intentional perspective of having a mission and vision statement, linked with values, beliefs, and goals and objectives. Through careful consideration of one's mission and vision statement, and goals and objectives one has in place a structure for assessment, evaluation, and application of findings for CNC. Vision allows for a scope that has spiritual, practical, organizational, and leadership implications.

CNC's worldview, wrapped in our mission and vision statements allow for collaboration. There are possibilities local, regional, and international! CNC is an organization of God that does not live with the excuse of existing instinctively. We have a vision and mission. After all, the visually impaired have vision! CNC's mission and vision statement, and my personal mission and vision statement allow me to dream! What do I dream about?

## **II. I HAVE A VISION ABOUT A PROGRESSIVE EDUCATIONAL PERSPECTIVE**

### **Introduction**

The Merriam-Webster Online Dictionary (2012) defines the word "educate", as meaning "to provide schooling for, to train by formal instruction and supervised practice especially in a skill, trade, or profession, to develop mentally, morally, or aesthetically especially by instruction, to provide with information, and to persuade or condition to feel, believe, or act in a desired way" .

### **Educational Pursuit**

The pursuit of excellence is not an indefinable endeavour. Rather, pursuing excellence is more a lifelong endeavour that calls for resolve. In this there can be no complacency. The idea of an "educational perspective" must consider and incorporate learning as a pursuit of life. The "educational perspective" is a pursuit of learning, unlearning and relearning.

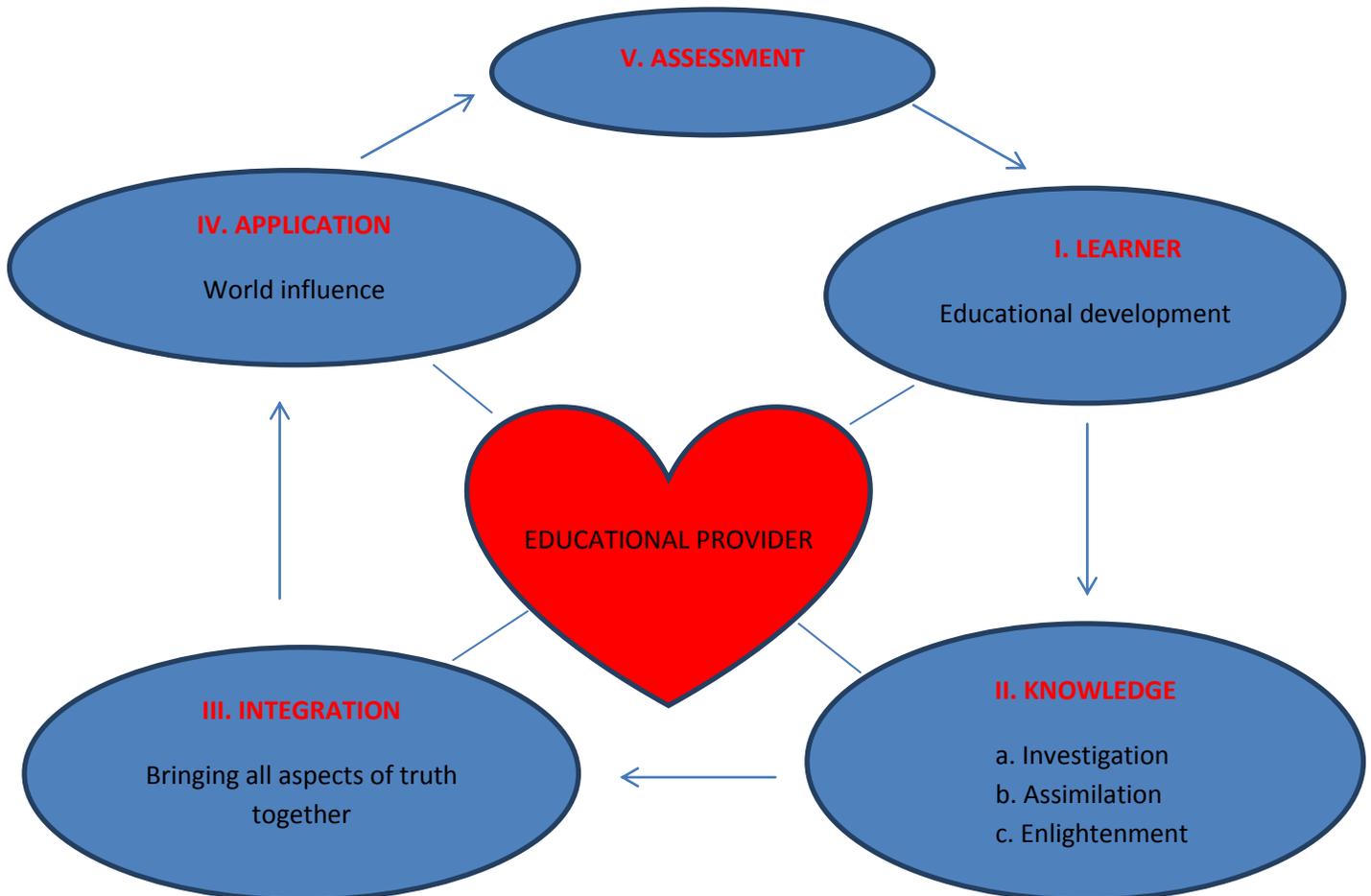
It is an uneasiness and unwillingness to accept standards that reflect sub-standards of learning, practical application of that learning, execution of duties, and personal evaluation. It is the compelling aspiration of distinction that leaves no suspicion about the commitment to a standard of excellence that reflects a high level of achievement. Yet, an “educational perspective” sees the attainment of any level of learning as a catalyst for increased investigation. **CNC must engage its students and graduates, and faculty and staff in being lifelong learners!**

**Essential Components**

The “educational perspective” signifies deliberate thinking about the disciplined academic life. It signifies the freedom of cautious expression of thoughts and ideas. It sets up a humble introspection that goes against the grain of superficial academia that advocates definitive completion. Rather, an “educational perspective” leads to reflection, conscious labour, grinding progress, strenuous reaching, and surrendering to the idea that the road ahead is an extended opportunity for further enlightenment.

An “educational perspective” must incorporate balance related to the investigation of truth assertions. This means embracing those findings of truth, not as addendums, but as part of the body of veracity already gained. The balance asked for in an “educational perspective” is the investigation of truth found within the spiritual, physical, emotional, mental, and social spheres. These must become areas of personal investigation and application. Then these areas of personal investigation and application must be transferred to the wider sphere of world influence.

**Diagrammatic Educational Perspective**



Critical to the completion of the process is the milieu where education is articulated. There must be a “world influence” in which the learner with knowledge and integrative truth makes a significant contribution.

This idea of an educational perspective and education is not too farfetched. Our vision statement clearly articulates the CNC is about “cultivating leadership through academic excellence, spiritual development, community awareness, and service to God in a Caribbean and global cultural environment”

This is intentional activity meant to empower metamorphosis. **CNC’s graduates must be world leaders and world changers.**

### **III. I HAVE A VISION ABOUT A VIABLE EDUCATIONAL PROVIDER**

This is the Caribbean! This is Caribbean Nazarene College! I have never known Nazarenes and Christians to settle for mediocrity in service, ministry, and educational pursuits!

#### **Introduction**

It is a logical step for Caribbean Nazarene College (CNC) to progress in the direction of being a university. The forward-thinking and resilience of CNC over its history allows the college to be well poised for further development. The hope of “university status” comes with certain expectations. To what extent is the college ready to be called a university? What are the defining areas of CNC that allow us to claim that we possess qualities that are akin to what other universities possess? What are the potential plans for CNC that will foster the drive to securing university status? The following explores the readiness of CNC to be celebrated as “university”! What do we need?

#### **I. Program Expansion**

##### **Maintaining/Strengthening Existing Programs**

CNC will maintain its existing programs and strengthen those programs by offering continued coursework that reflect best practices in tertiary level education. While we maintain and strengthen existing programs, the intention of CNC will be to offer other viable programs that display a strong needs base.

The other is in the “seeking approval” stage. Our approach to program identification, planning, and implementation has to be guided by proper scientific data collection.

CNC has to seriously consider an intentional approach to designing, planning, and implementing programs. This is the real means to securing funding, getting approval, and sustainability of any programs.

## II. Research Agenda

**There must be the setting up of a research agenda to transform CNC from any Ad Hoc operation to a scientifically based organization in its operations.** An Ad Hoc operation is “done or set up solely in response to a specific situation or problem, without considering wider or longer-term issues” (World English Dictionary, North American Edition). The synonyms associated with the term “Ad Hoc” are frightening: unplanned, informal, impromptu, improvised, off-the-cuff, unprepared, extemporized, and makeshift.

A strong research agenda takes into consideration the broad spectrum of administrative concerns, faculty enhancement, curriculum design and delivery, student services development, and development and maintenance of the physical plant. This is a compelling recommendation for CNC to consider.

A research agenda at CNC will prove to be time-saving, cost effective, a means to help against wastage of resources, and allow for strategic planning and implementation with minimized surprises. CNC must neither treat with scientific data collection as negative criticism nor relegate data to some appendix status. Research must provide the impetus for institutional tasks. The Bible provides a framework for such important activity. "But don't begin until you count the cost. For who would begin construction of a building without first calculating the cost to see if there is enough money to finish it? (Luke 14:28, New Living Translation).

Research does not automatically mean stopping a plan! It does not mean wasted time, finances, and other resources. On the contrary, research minimizes pitfalls, uncontrollable surprises, blind spending, and provides an organized, detailed stratagem for project management, vision and mission, and a structural framework on which to build and complete a project. If “counting the cost” through research means bringing a stop to the project for calculated reasons, the research is well worth the effort!

## III. Physical Development

CNC will provide the necessary physical infrastructure that will enhance learning, foster academic excellence, and produce quality servants in the Church and the world. **There is need for a serious library budget to develop the library into a state of the art facility that fosters an environment of learning and research. In addition, continued physical developmental plans are necessary for meeting the demands of the necessary learning environment.**

#### IV. Human Resource Concerns

Human resource is one of the key elements to academic excellence. Both the utilization and the care of our human resource will strengthen our academic programming. Persons will be fitted only with the programs within which they are competent. **The care of our human resource is a key component to continued sustenance and development.**

While there has been, and there is need for prudence in managing the financial resources, there are some gaps in relation to human resource. **The full-time faculty to adjunct faculty ratio must change.** As the college grows, these will become difficult undertakings.

#### V. University Advancement

**One of the missing links at CNC is the absence of a person responsible for university advancement.** This person's/department will play a critical role in securing funding such as living wills, grants, investment opportunities, scholarships, meeting operational budget, and liaising with the business community. The benefit of such a person/department is paramount for the success of CNC as a continued viable and sustainable enterprise.

#### VI. Income Generation Apart from Student Tuition

Apart from income from student intake, there is need for further investigation of possibilities related to investments, selling of branding materials related to CNC, provision of an on-campus business for campus and community consumers, etc.

**The person responsible for university advancement will play a critical role in any business enterprise.**

#### VII. Strategic Partnerships

*i. Advanced Marketing and Promotions Agenda*

**CNC must become a household name in Trinidad and Tobago and the Caribbean. I am tired of CNC being this good, but this quiet, as if operating with a muffled exhaust! Trinidad and Tobago, the Caribbean, and the world must know we are revving our engine. We are here!** We will engage in aggressive calculated marketing. We will blitz Trinidad and Tobago (and by extended possibility, the Caribbean) with a campaign of significant proportions-- that is, targeting our churches, other denominations, and the other populace of persons who are not in other schools, but who are well qualified to pursue tertiary level education.

**Enrolment and Management must become active in engaging in a significant, strategic planning and implementing agenda, with a results oriented attitude. The approach must be scientific.** This is integrally "tied" to the research agenda of CNC.

*ii. Multiple Partnerships*

CNC must have multiple partners. These multiple partnerships will take into consideration the following:

(a) Affiliations with other tertiary level institutions

We already have a partnership with Nazarene Bible College. The vision is to form partnerships with possibly one or two more institutions. These partnerships can be local, regional, and international. These partnerships must benefit CNC!

(b) Governmental Bodies

CNC must meet with the relevant governing bodies responsible for tertiary level education in Trinidad and Tobago, as well as the Caribbean. This is critically important for recognition, accreditation, grants, etc. There must be an agenda for both formal and informal dialogue with government ministries that are applicable to CNC's areas of emphasis. **Thus far, we have been too timid, perhaps slow, in our approach with the government. The significance and quality of CNC's offerings gives the college a platform on which it can launch.**

(c) Private Enterprise

CNC needs to strengthen its communication and interaction with private institutions that are able to help place our students for practicum in the various areas of course offerings. Already, there is a great amount of recognition from private institutions that are willing and ready to accept our students for practicum. Our vision should be to offer our students practical experiences in every area of course offerings.

In addition, multiple partnerships can be a source of income generation. This is in relation to projects, scholarships, program sponsorships, and other endeavours.

### **VIII. Institutional Assessment and Enhancement**

The achievement of excellence, class, superiority, or worth is not the easiest of tasks to measure. We know and understand what it is, but we cannot display excellence until external evaluators or observers experience the operations of a person's or institution's service delivery. This is it! Quality cannot be legislated or nonchalantly verbalized. The expression of quality is found in the practical outworking of the perceived quality. In a deep sense, one can only claim to be "qualified" through practice and acceptance of those in the pavilion of quality judges. These include one's constituent external and internal clientele comprising of those who utilize one's goods and services.

It is easy to get entangled in a web of projects, perhaps completing none of the projects, some of the projects, and maybe one of the projects. Completion of a project does not emphatically speak

of quality. Exclusivity does not equate quality. A one-time showing of prowess in any endeavour does not exhibit the qualification of quality.

Excellence or class is found in the ability of an organization or person that has the sense of approaching tasks with tenacity and commitment to complete the tasks in a glowing custom! Before, during, and after the accepted task commences, there is forecasting, imaginative thinking, resource gathering, palpable scope, and a strong stratagem for the achievement of the task.

Aristotle said it best when he wrote: “We are what we repeatedly do. Excellence, then, is not a single event, but a habit”. This writer’s own philosophy, “*quality is not a unique project; quality is a continuous ethos of who we are*”, expressed in the above paragraphs, mirrors Aristotle’s ideal.

Caribbean Nazarene College (CNC) has repeatedly displayed that “quality is not a unique project; quality is a continuous ethos of who we are”. The history of the college reveals that the college has progressed beyond its foundation. The college continues to assess itself, seeking to meet and exceed the standards of minimum prescribed standards for measuring excellence. CNC continues to evaluate itself through internal scrutiny across departments and external scrutiny through the Caribbean Evangelical Theological Association (CETA), the International Board of Education (IBOE), and the Accreditation Council of Trinidad and Tobago (ACTT). These measures are strong parts of the “continuous ethos of who we are”. This ethos is reflected in the etched mission statement of CNC, that Caribbean Nazarene College offers: “Quality, Holistic, Higher Education in a Christian Environment”.

The “qualification of quality” for CNC is a highly inclusive system of scrutiny, progressive agenda, and a continuous ethos of quality enhancement and improvement throughout the organization. This augurs well for CNC’s efforts to seek university status. This is the expressed “qualification of quality” agenda of CNC! **Bottom line: We have accreditation and we must keep accreditation!**

#### **IV. CONCLUSION: I HAVE A VISION OF SUSTAINED EDUCATIONAL PROSPECTIVE**

**CNC must engage its students and graduates, and faculty and staff in being lifelong learners! CNC’s graduates must be world leaders and world changers.**

##### **I. Spiritual Development**

We must not remove the ancient landmarks! We are not a secular institution! We offer holistic education. And we do that in a Christian environment, unashamedly! If there is anyone who is working at CNC and you do not adhere to sound Christian principles, you are free to leave! Note our steeple up at the Main Building! It stands for everything Christian!

## **II. Program Expansion**

### **Maintaining/Strengthening Existing Programs**

- (i) CNC must have at least one Doctoral Program in the next 10 years!**
- (ii) Undergraduate Degrees in the natural sciences (biology, physics, nursing)**
- (iii) More Masters programs**

## **III. Research Agenda**

- (i) There must be the setting up of a research agenda to transform CNC from any Ad Hoc operation to a scientifically based organization in its operations.**
- (ii) There is need for a serious library budget to develop the library into a state of the art facility that fosters an environment of learning and research. In addition, continued physical developmental plans are necessary for meeting the demands of the necessary learning environment.**

## **IV. Physical Development**

- (i) CNC will provide the necessary physical infrastructure that will enhance learning, foster academic excellence, and produce quality servants in the Church and the world.**
- (ii) A building connected to the Chapel Complex that will house a cafeteria, gym and swimming pool, and a floor for the faculty of natural sciences.**
- (iii) Beautifying the front entrance.**

## **V. Human Resource Concerns**

- (i) The care of our human resource is a key component to continued sustenance and development.**
- (ii) The full-time faculty to adjunct faculty ratio must change.**
- (iii) We need to have a stronger internal system of communication.**
- (iv) Creation of a database of educated and competent persons in the churches who have particular expertises in areas that will serve CNC.**

## **VI. University Advancement**

### **One of the missing links at CNC is the absence of a person responsible for university advancement.**

- (i) Vice President for University Advancement**
- (ii) Advisory Committee of Christian Businessmen and women who will be advisors to the President. (I have Academic Advisors, Spiritual Advisors, now Business Advisors will prove beneficial)**

- (iii) **The Alumni and Alumni Association must be functional as a viable aspect of the strength of CNC.**

## **VII. Income Generation Apart from Student Tuition**

- (i) **The person responsible for university advancement will play a critical role in any business enterprise.**
- (ii) **Set up a memorial wall and invite persons to donate on behalf of their family, as a lasting memory and history of our great institution.**

## **VIII. Strategic Partnerships**

- (i) **Advanced Marketing and Promotions Agenda**

**CNC must become a household name in Trinidad and Tobago and the Caribbean. I am tired of CNC being this good, but this quiet, as if operating with a muffled exhaust! Trinidad and Tobago, the Caribbean, and the world must know we are revving our engine. We are here! Enrolment and Management must become active in engaging in a significant, strategic planning and implementing agenda, with a results oriented attitude. The approach must be scientific.** This is integrally “tied” to the research agenda of CNC.

- (ii) **Multiple Partnerships**

CNC must have multiple partners. These multiple partnerships will take into consideration the following:

- (a) Affiliations with other tertiary level institutions
- (b) Governmental Bodies

**Meet with Government Ministers and other dignitaries. We have been too quiet in our operations in this little corner.**

**Thus far, we have been too timid, perhaps slow, in our approach with the government. The significance and quality of CNC’s offerings gives the college a platform on which it can launch.**

- (c) Private Enterprise

**We need to approach private businesses for career and practicum placement for our students. In addition, multiple partnerships can be a source of income generation. This is in relation to projects, scholarships, program sponsorships, and other endeavours.**

(d) Collaboration with students

I have said it before and I am saying it again. There will be collaboration with the student population. I know the administration has to adhere to institutional policies and practices. However, students should know something about what it takes to attract students, having proper student facilities, helping to assess teaching and learning, fundraising, leadership development, etc. No tolerance will be provided for either poor treatment of students or lack of student inclusion in institutional life!

**IX. Institutional Assessment and Enhancement**

- a) **Bottom line: We have accreditation and we must keep accreditation!**
- b) **WE MUST ENSURE THAT THIS COLLEGE IS KNOWN AS A UNIVERSITY!**

## **X. Postscript**

All persons who are part of the movement of CNC (inclusive of Members of the Board, the Church of the Nazarene international, the Church of the Nazarene in the Caribbean, Staff, Faculty, Students, Alumni) must be actively engaged in this enterprise! Sweat, tears, and blood must be expended to ensure success. Sacrifice and hard work must become working clichés. Informally, I mean “put your money, time, and human resource where your mouth is”. It will take this and more to achieve the high goals of CNC. If our only goal is to train ministers for pastoral ministry, the easy formula is to close this campus, and do a decentralized program to facilitate only internal Church of the Nazarene capacity building. If that is the intention, you have voted on the wrong President, and I will have to depart not too long after this inauguration! Our people must continue to have a place where quality education in various disciplines are taught with truth. These disciplines must be seen as having capacity to meet service demands within the church and society. Caribbean Nazarene must provide its quota of educated persons for church and nation building! Reins that are too tight hamper innovation. Innovation without organization is chaos. Organization and innovation without operation is stagnancy! I am declaring CNC is to be free, not for looseness, but for capacity building through innovation, organization, and operation! Ladies and gentlemen, thank you for your time. God bless you! God bless Caribbean Nazarene College!



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**Caribbean Nazarene College offers Quality, Holistic, Higher Education in a Christian Environment.**

“Quality is not a unique project; quality is a continuous ethos of who we are.”  
“To build capacity, there must be innovation, organization, and operation.”  
(Anthony Manswell)

“Unite the pair so long disjoined, knowledge and vital piety.” (Charles Wesley)

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