

February 2007

# Tangaza Update

A Publication of Tangaza College, CUEA

A Special Edition

*This edition does not replace the February issue; we shall have many more news/stories for you as soon as we return from the mid term break. Remember we had promised to bring you more in-depth analysis on the World Forum on Theology and Liberation and the World Social Forum "Another World is Possible!" Indeed! Another World is Possible, as you will come to see. All these plus many more stories will be well covered in our February Edition. Don't miss it!*

## News from the Administration

### Why do we need Strategic Planning for Tangaza?

Tangaza began with 27 students in August 1986, all studying theology for ordained ministry. Over the intervening 20 years it has grown enormously, and now has over 1,000 students, male and female, lay and religious studying in seven different institutes. The original college building, Nuru House, has been extended once in D wing. Pamoja House was purchased and Imani House was built. Most recently the female hostel was added. This remarkable growth is testimony to the support of the Board of Governors and the many congregations who send students to Tangaza. It has also depended on the generosity of many donors.

The end of the first twenty years seems a good time to look back and assess the achievements of the past. They are astonishing and could not have been foreseen in any detail by the pioneer group of staff, students and governors. There is much to be proud of.

It is also a good time to look forward. A striking feature of the remarkable growth of the first twenty years is that it was largely unplanned, at least not in any coordinated way. The enthusiasm, dedication and selflessness of those involved carried the college forward. Those of us here today, who are the recipients of this heritage, have much to be grateful for. But we also have a huge responsibility to be good stewards of Tangaza and to assure its continuation for the second twenty years and beyond.

The most helpful way of doing this at present is to embark on a process of Strategic Planning. This will initially produce a plan for the next four years, but also will put in place structures and a process that will make forward planning an inbuilt part of administration and management of the College.

The College has a clear focus in training for ministry and for religious life. It has also endeavoured to provide education of the highest possible quality while trying to keep costs low. These core values must be maintained.

The College needs to develop in the future if it is to maintain its place as a centre of academic excellence. It also needs to maintain and strengthen its tradition of pastoral engagement. It needs to seek ways to establish financial security. These and many other details are what the Strategic Planning process will look at. As described elsewhere, a key feature of the process is that it is broad based, emerging from within the college for the college. It will ask all members of the College to face challenges in the academic and religious and secular world of the 21<sup>st</sup> century. To preserve all that is good of the past twenty years we may have to make brave and prophetic choices. This is part of our tradition in the past twenty years.

I think the commitment of the wide community of the college, along with expert support from Prof John Davies and his team, should allow us to produce a plan which is practical and useful and of which we can be proud.

**Tim Redmond, SPS**  
**Principal**



## The Committees of the Strategic Plan

**T**he strategy to produce a Strategic Plan (SP) is to involve as many members of the Tangaza community as possible. The idea behind this is that the SP is not a piece of paper that is forced upon the College by the Administration but is owned by the whole College.

In order that the process to produce the SP is not ending up in chaos a Steering Group is set up which consists of Fr. Timothy Redmond, Fr. Albert de Jong, Mr. Claude De La Chevrotière, Mrs. Edel Beatrice Churu and Fr. Pius Muelbacher. Its task is to manage the process of producing the SP on time and in constant consultation with all the people involved. It will be accessible and will keep the members of the College regularly informed of the progress and development. Besides the Steering Group there is the Planning Group. It consists of the following persons: in addition to all the members of the Steering Group, Fr. Ambrose Mutinda, Br. Alberto Parise, Sr. Paola Moggi, Sr. Elena Rastello, Fr. Steven Payne, Br. Dominic Ehrmantraut and Fr. Michael Kirwen. Its role is to be a major source of ideas. It advises on the structure of the SP and the process of consultation. Moreover it forms the basis of membership of the various task groups which are responsible for drafting the different sections of the SP. The overall coordinator of the SP is Fr. Albert de Jong.

The structure of the SP is roughly divided in four sections which deal with the preliminaries; section A, the academic aims and objectives (section B), the organizational support (section C) and resources (section D). Except for section A, groups are organized for the other three sections that will write up with other people who will be invited to the different chapters that belong to each section. The Academic Aims and Objectives Group consist of the following members: Fr. Albert de Jong, Sr. Paola Moggi, Fr. Steven Payne, Sr. Elena Rastello, Mr. Simon Wachira, Fr. Eamon Mulcahy, Sr. Mary Kerber, Mr. Dennis Odinga and Fr. Aelred Lacomara. The Organisational Support Group is made up of the following persons: Fr. Maurice Schepers, Br. Dominic Ehrmantraut, Fr. Ambrose Mutinda, Mr. Alois Ojore, Mr. Jeffry Attika, Ms. Angela Ogeto, Mr. Martin O, Sr. Loretta Brennan and Edel Beatrice Churu. The last group is the Resources Group to which belong: Mr. Claude De La Chevrotière, Fr. Matthew Puthumana, Br. Alberto Parise, Mr. Joseph Mwongi, Fr. Michael Kirwin, Mr. Jenaro Ireri, Fr. Publius Mair, Br. Marc Ormond and Br. Russel Peters.

The drafts of chapters will be made available in various ways e.g. by e-mail and through the secretariat of the School/Institutes. Everyone who is interested can make comments. They should send them to the Coordinator.

## Rolling Plan and the Structure of the Strategic Plan

**T**he Strategic Plan (SP) has a rolling planning period of four years. Except for the preliminaries section all the other sections have chapters in which actions are planned for implementation in year one, two, three and four. After actions of different chapters in year one have been implemented, a review and possible adjustment of these actions will be considered in year two. Moreover the actions for year two should be realized. In year three the same pattern will be repeated. In this way the SP will be a rolling plan that will be reviewed in its entirety every year, and each year a 'new' four year will be added.

The provisional structure of the SP consists of Sections which are divided in Chapters.

⇒ **Section A:** Preliminaries has the following chapters:

1. Preamble: historical evolution of the College; purpose and positioning.
2. Vision, mission and identity: scope, size and status of the College
3. Assumptions as to future environment trends and scenarios

⇒ **Section B:** Academics and Objectives has the following chapters:

4. Overall academic profile: size, scope, growth.
5. Programme portfolio
6. Teaching and learning
7. Continuing Education and regional role and consultancy
8. Research and scholarship
9. International strategy and alliances

⇒ **Section C:** Organisational Support has the following chapters:

- 10 Learning resources and ICT
11. Quality assurance
12. Marketing and business development
- 13 Student support
- 14 Organisational reform and renewal



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⇒ **Section D** has the following chapters:

- 15. Financial strategies
- 16. Personnel strategies
- 17. Estates, space and facilities
- 18. Information

In the Appendices the relevant supporting data will be recorded.

### **The Schedule for the Preparation of the Strategic Plan**

A schedule has been prepared for the writing up of the Strategic Plan (SP). All the participants are urgently requested to keep this schedule so that the SP can be finalized on time and the implementation phase can start.

Here a quick overview of the time schedule of the SP is given.

**Phase I: October – November 2006.** The academic staff and the Board of Governors were briefed over the goals and objectives of the SP, its provisional structure, timetable and the participants. Moreover the SWOT forms were distributed and later on collated. In addition a first draft of Chapter 1-2 was written. All the documents were sent to the consultants professor Dr. John Davies and Dr. Neil Sparrow in the U.K.

**Phase II: There was a three day workshop on 15-17 January 2007** for the Planning Group with the above mentioned as facilitators. Besides many other issues the findings of the SWOT analysis were discussed and classified under the various chapters of the SP. Thus an initial discussion about the contents of the different chapters of the sections was held. Moreover a timetable for the writing up of the SP was agreed upon.

**Phase III: Mid January to mid February 2007.** The members of the different sections are requested to

write the chapters which are part of their section. The Preliminaries section should be finalized in this period. Moreover detailed drafts of the chapters of the other sections should be written. These documents should be handed in to the facilitators before the 23 February.

**Phase IV: week beginning 5 March 2007.** The Planning group meets to consider the comments of the consultants, to ratify the Preliminaries section and to comment and critique the chapters of sections B, C and D. Moreover a progress report should be made for the Board of Governors.

**Phase V: beginning March – End of May 2007.** The chapters of the sections A, B, C, and D have to be finalized and sent to the consultants.

**Phase VI: September 3, 2007.** Workshop of the Planning Group with the consultants to ratify the whole SP, to agree on its implementation process and structures and to secure agreement of the Board of Governors.

**Albert de Jong, CSSp**  
**Deputy Principal Academic**

**HAVE A RESTFUL  
AND  
WONDERFUL  
MID TERM BREAK**

#### **Write to us**

If you have anything you want the College fraternity to know about, let us know and we will let them know. Jokes, any information, articles etc are very much welcome. Send to:  
[update@tangaza.org](mailto:update@tangaza.org) or  
[vivianatime@yahoo.com](mailto:vivianatime@yahoo.com)

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## FOOD FOR THOUGHT

## JOKES

Laughter,  
the music  
of the soul

### Screen saver

Grace Kamuyu

Bill Gates died in a car accident. He found himself in Purgatory being sized up by God...

"Well, Bill, I'm really confused on this call. I'm not sure whether to send you to Heaven or Hell. After all, you enormously helped society by putting a computer in almost every home in the world and yet you created that ghastly Windows 95. I'm going to do something I've never done before. In your case, I'm going to let you decide where you want to go!"

Bill replied, "Well, thanks, God. What's the difference between the two?"

God said, "I'm willing to let you visit both places briefly if it will help you make a decision." "Fine, but where should I go first?" God said, "I'm going to leave that up to you." Bill said, "OK, then, let's try Hell first." So Bill went to Hell.

It was a beautiful, clean, sandy beach with clear waters. There were thousands of beautiful women running around, playing in the water, laughing and frolicking about. The sun was shining and the temperature was perfect. Bill was very pleased. "This is great!" he told God, "If this is Hell, I REALLY want to see Heaven!" "Fine," said God and off they went.

Heaven was a high place in the clouds, with angels drifting about playing harps and singing. It was nice but not as enticing as Hell. Bill thought for a quick minute and rendered his decision. "Hmm, I think I prefer Hell" he told God. "Fine," retorted God, "as you desire." So Bill Gates went to Hell.

Two weeks later, God decided to check up on the late billionaire to see how he was doing in Hell. When God arrived in Hell, he found Bill shackled to a wall, screaming amongst the hot flames in a dark cave. He was being burned and tortured by demons. "How's everything going, Bill?" God asked.

Bill responded - his voice full of anguish and disappointment, "This is awful, this is not what I expected. I can't believe this happened. What happened to that other place with the beaches and the beautiful women playing in the water?"

God says, "That was the screen saver".

### Adam's underwear

Anonymous

A little boy opened the big family bible. He was fascinated as he fingered through the old pages. Suddenly, something fell out of the Bible. He picked up the object and looked at it. What he saw was an old leaf that had been pressed in between the pages. "Mama, look what I found", the boy called out. "What have you got there, dear?" With astonishment in the young boy's voice, he answered, "I think it's Adam's underwear!"

### The Doctor's Bill

Njideka Ngene

A doctor and a lawyer were talking at a party. Their conversation was constantly interrupted by people describing their ailments and asking the doctor for free medical advice. After an hour of this, the exasperated doctor asked the lawyer, "What do you do to stop people from asking you for legal advice when you're out of the office?"

"I give it to them," replied the lawyer, "and then I send them a bill." The doctor was shocked, but agreed to give it a try. The next day, still feeling slightly guilty, the doctor prepared the bills. When he went to place them in his mailbox, he found a bill from the lawyer.

- ⇒ Do not walk behind me, for I may not lead. Do not walk ahead of me, for I may not follow.
- ⇒ Don't be irreplaceable. If you can't be replaced, you can't be promoted.
- ⇒ Always remember you're unique. Just like everyone else.
- ⇒ Never test the depth of the water with both feet.
- ⇒ It may be that your sole purpose in life is simply to serve as a warning to others.
- ⇒ It is far more impressive when others discover your good qualities without your help.
- ⇒ If you tell the truth, you don't have to remember anything.
- ⇒ Generally speaking, you aren't learning much when your mouth is moving.
- ⇒ Good judgment comes from bad experience, and a lot of that comes from bad judgment.
- ⇒ Never miss a good chance to shut up.
- ⇒ If you lend someone 100/, and never see that person again, it was probably worth it.
- ⇒ Before you criticize someone, you should walk a mile in his shoes. That way, when you criticize him, you're a mile away and you have his shoes.