

Maine Council of Reflexologists Strategic Planning Document 2009-2014 DRAFT

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INFORMATION

Legal name and status of organization:

Maine Council of Reflexologists, a non-profit organization

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Step 1. MISSION Review

It is helpful to periodically review the mission statement and to change it if necessary. An organization's mission is its reason for being, its purpose, or its social justification for existing. Our mission statement is as follows:

The Maine Council of Reflexologists is a non-profit organization dedicated to the support of our members, as well as, providing educational awareness of the health benefits of reflexology to the public.

The Council was established in 1991. Its purpose is as follows:

1. to make the public:
 - a. aware of competent practitioners and their training
 - b. aware of reflexology and its principles.
2. to meet the needs of the Profession:
 - a. by providing a forum for the exchange of ideas and information
 - b. promoting and convening annual meeting/conference
 - c. supporting the development of interested people in the profession

As professional Reflexologists we:

- Provide Professional Services to balance the body's energies
- Gather four days annually
- Encourage continued education for our members
- Sponsor lecture/workshops
- Speak to community groups
- Provide networking throughout the State, Country, and the World.

Members participated in a short exercise about MCR's mission statement

Key Words of Mission Statement

Non-profit –Support –Education – Provide –Awareness – Benefits

Reflexology --Dedication

Review of Mission Statement –ideas generated were as follows:

Certified Reflexologists and Non-certified members

Area serving State of Maine but connected to NE and Nation.

Organization- network

Continuing education for members

Protect modality

Professionalism- protect public

Client /practitioner relationship

Code of ethics

Technique distinctive

MCR is a leader

Highly qualified members

Diversity in members- cohesive

Committees Legislative Watch

·Leadership Education

Network National/International

It may be helpful in the future to incorporate some of these ideas and elaborate on MCR's mission statement.

Step 2. Back to the Future

As MCR members we examined the organization's past, a source of much information about what has been effective and what has not. It is highly useful for members to look backward for the same number of years it is expecting to plan into the future.

We asked ourselves the following questions to help clarify some of the issues:

- What opportunities has the organization had?
- How has the organization responded to these opportunities (taken advantage of them? unable to take advantage of them?)

The organization's "highs" go above the line, and the "lows" go below the line.

1999

2000

2001

2002

2003

Highs

- Public Meetings
- Membership Increases
- 1st School helps boost membership in MCR
- 7th International conference
- Scholarship/ loans

- Enhanced continuing education (Susan)
- Enhanced continuing education (Susan)
- Award for MCR members
- Ethics Committee formed
- MCR website
- ICR presentation (Janet)
- 20% growth in membership
- Joined RAA
- Participated in leadership conference

Lows

- Conflict among members
- New members not made to feel welcome
- Licensing issues in Reflexology
- MCR not an RAA member
- Losing some members
- Licensing issues in Reflexology
- Lost advertising opportunities in media
- Losing some members
- Licensing issues in Reflexology
- Losing some members
- Licensing issues in Reflexology
- Licensing issues in Reflexology

Step 3: Envisioning the Future

Members participated in an exercise requiring imagination, not necessarily "practical" ideas. They were asked to describe in great detail what the organization would be doing in five years. Members then divided into 5 groups and gathered around large sheet of paper and listed some of the common elements as well as identified some of the unique or interesting ideas.

Ideas from Group 1

Central offices or branches in 4 locations manned by paid staff
MCR profits from training/workshops/foot clinics
Licensing issues are resolved
Increased financial capability derived from increased membership and 501 © nonprofit status
Paid lobbyist in Augusta
Collective umbrella for health insurance coverage
Members working together as a team towards a common goal
Attendance at MCR meetings is increased by 50% and an increase in membership pool
Each member has had 12 hours of communication/assertiveness training
All members have leadership training
Have a real library
Portion of MCR dues goes towards individual membership in RAA
Summer camp for Reflexologists to exchange knowledge and encourage teamwork
A law that requires 6th grade and up to be educated in Reflexology and given time to practice

Ideas from Group 2

Get in the News
Press releases to major newspaper
Calendar on TV and in Newspapers
Monthly roundtable meetings
Different region each month
Yearly conference
Central Office with staff
Library
Resource center
MCR sponsored state school
Training/continuing education
MCR has a voice on the national level
200+ members

Ideas from Group 3

Licensing issues resolved
Office space for workshops, meetings and a library
Increased educational opportunities with public and the medical community
Co-ordinate and sponsor a RAA conference in Maine
Grant writing for educational purposes and broaden services to uninsured, vets, etc.

Ideas from Group 4

Planning continuing education 2-3 years in advance
Finance a central office with part-time staff, store archives of Reflexology materials
Legislation for business licensing
Increase MCR's income through advertising
Newsletter
Website

increase in membership fees
Increase membership
Make Reflexology a household word
Host a RAA conference in Maine
·Series on Reflexology on PBS
ABC code involvement at a national level
Co-host in 2011 ICR conference in New England

Ideas from Group 5

Central meeting place with staffed offices, archives and library that is open to the public
MCR would divide into regions and have a meeting annually for all
MCR would teach/train other states
MCR to host an international conference
ARCB proctor from MCR membership
MCR to get media attention
Call in radio
MPBN program on Reflexology
Build camaraderie among members with a vacation/retreat
Round table discussion around members' issues in a safe arena
140+ members
Six research ongoing study programs with the State of Maine on Reflexology
Reflexology to be a licensed profession with accredited schools nationwide with treatments that are reimbursable by insurance

Step 4. Planning Themes

At this point in the planning process the ideas generate by the envisioning the future exercise is synthesized into common themes.

MCR members can vote on the ideas they like best. The ideas receiving the most votes become higher priority items for members to consider when planning.

Members please take some time and vote on the ideas that you like best. Each member can select a number from 1-5.

5 is the greater priority and 1 the lesser.

Office Space for MCR including: 1-5 please select a number

- o Manned by paid staff
- o Library
- o Resource Center
- o Space for workshops and meetings
- o Archives

Licensing Issues 1-5 please select a number

- o Legislation for business licensing
- o Paid lobbyist in Augusta
- o ABC code involvement at a national level
- o Reflexology to be a licensed profession with accredited schools nationwide with treatments reimbursable by insurance
- o A law that requires 6th grade students to be educated in Reflexology and given time to practice

Increased Membership 1-5 please select a number

- o Increased financial capability derived from increased membership and 501© status

- o Attendance at MCR meetings is increased by 50% and more members in the organization
- o 200+ members in five years time
- o Increase in membership
- o 140+ membership in five years time

Networking among members 1-5 please select a number

- o Members working together as a team towards a common goal
- o Summer camp for Reflexologists to exchange knowledge and encourage teamwork
- o Monthly roundtable meeting in different regions each month
- o MCR would divide into regions and have a meeting annually for all
- o Build camaraderie among members with a vacation/retreat
- o Round table discussions around members' issues in a safe arena

Media Attention 1-5 please select a number

- o Press releases to major newspapers
- o Calendar on TV and in Newspapers
- o Series on Reflexology on PBS
- o Call in radio
- o MPBN program on Reflexology

Host Conferences 1-5 please select a number

- o Co-ordinate and sponsor a RAA conference in Maine
- o Host a RAA conference in Maine
- o Co-host in 2011 ICR conference in New England
- o MCR to host international conference
- o Yearly conference

Education 1-5 please select a number

- o Each member receive 12 hours of communication/assertiveness training
- o All members have leadership training
- o MCR sponsors state school with training/continuing education
- o Increased educational opportunities with the public and the medical community
- o Grant writing for educational purposes and broaden services to uninsured, vets, etc.
- o Planning continuing education 2-3 years in advance
- o MCR members would teach/train in other states
- o ARCB proctor from MCR membership
- o Six research ongoing study programs with the State of Maine on Reflexology

Financial Issues 1-5 please select a number

- o MCR profits from training/workshops/foot clinics
- o Portion of MCR dues goes towards individual membership in RAA
- o Increase MCR's income through advertising in newsletter, website, and higher membership fees

Step 4: SWOT

Strengths

- Core members are caring, forward thinking
- Members bring a broad spectrum of experience such as other alternative health modalities, marketing, brochure, website
- Members are talented
- There is a sense of camaraderie among members
- Members show willingness to grow
- Schools of Reflexology bring new members
- Some members are knowledgeable in what is happening in Reflexology nationally and internationally

- Members show sense of humor during difficult times
- Members are visionaries
- Members display a passion for Reflexology
- Membership include both sexes
- MCR has an established outreach program –Common Ground Fair, Camp Ray of Hope and Elder Care

Weaknesses

- Most members are technologically challenged
- Budget Woes – MCR needs more stable finances
- Member’s communication skills need improvement to lessen personality conflicts
- Members live long distance from each other making it difficult to get to know each other better on a personal level
- Reflexology is a part-time profession for some members
- Reflexology does not have a primary focus in some member’s lives. Family issues and job commitments take precedence over Reflexology.
- Lack of membership involvement
- Sometimes new members are made to feel unwelcome
- Members lack business skills
- MCR marketing plan needs improvement

Opportunities

- Members can explore deeper personal relationships through group gatherings and Reflexology swaps
- Meetings among members in Maine nationally and internationally can facilitate exchange of ideas
- Alison has a connection with Reflexology Association of American (RAA) that can enhance professionalism and knowledge
- MCR has a talent pool it can draw from
- MCR is poised on the ground floor of new laws
- MCR has established communication with other alternative health organizations
- The general public are hungry for alternative health modalities that work
- Reflexology as a profession can enhance the health of a community
- Reflexology can work with the traditional medical establishment

Threats

- Reflexology is in danger of being incorporated into other alternative health practices
- Main stream medical people are governing licensing modality
- Members not staying within professional boundaries can be prosecuted with practicing medicine without a license
- Mis-reporting can lead to practising medicine without a license
- Beauty Schools offer short courses in Reflexology and dilute the profession below its accreditation standards
- The science of Reflexology is stressed more than the art of Reflexology
- The practice of Reflexology can turn from its original simple and focussed modality to a muddled profession mixed in with other modalities
- Practices from other countries are diluting the profession and creating a conflict with Reflexology standards

Step 6: Setting Out the Steps and Time Frame

Preparation for the meeting

We can discuss the common themes and look at the voting and come up with up to 4-7 issues or themes. However, there is no magic number of themes, and we will have to decide if the themes are distinct from one another or are too broad. Some questions to ask are:

Is each issue or theme consistent with MCR's mission? If not, then should the mission be changed or should the theme(s) be restated?

Are the themes consistent with one another? It may seem obvious that the organization doesn't want to suggest, for example, expanding and contracting the same program at the same time, but it is easy to miss these contradictions.

Are the themes or items distinct enough from one another that they can be easily categorized?

Is anything missing? Conversely, is there too much?

Does everyone understand the items? A way of checking this is to ask individuals to quickly restate each theme in their own words.

Suggested exercise for the next strategic planning meeting

Using the themes developed in the previous step, list each theme on a separate easel pad sheet. Have the members then begin to brainstorm the major steps or components of each theme. Have the facilitator write them down. This stage is simply designed to flesh out the framework including resources needed, steps, time frame, etc.

Next, tape several large sheets of paper together and draw vertical lines on them to divide the years into the future. Label the years at the top of the large sheet.

2009

2010

2011

2012

2013

Post the lists of planning themes and their major components near this large sheet so everyone can see them. Have the discussion focus on whether the steps are in the right order. Also, having members identify interim steps is very useful at this point. Some of the items the group should consider include

Are the major steps in the "right" order?

Are the completion dates realistic?

Are there critical starting points and interim steps that should be listed?

How will we know when we have accomplished this objective? What will determine whether we have been successful?

What are some of the weaknesses and threats that will affect the organization's ability to complete each step? How can they be dealt with, and are additional steps needed in order to ensure the organization can accomplish its goals?

What resources (e.g., time, personnel, talent, and money) are needed to accomplish each component or step? Are these resources currently available to the organization or must they be acquired? If they must be acquired first, then they should be identified in the appropriate place(s) on the large sheet of paper.

Most people are familiar with the structure of goals and objectives. What emerges from this stage of discus-

sion is a set of goals (the themes) and objectives (the steps or components within each theme). Stating the objectives in action-oriented, time-delimited terms is very important. Organizations need to be able to measure their successes (and understand their failures) and state clearly what is to be done, by when, and by whom. This is, therefore, a very important component of the plan.

Step 7: Bringing It All Together-Writing the Plan

To be continued