



National Council on Teacher Retirement

Strategic Plan

NCTR Strategic Plan 2006

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Introduction

In 2003 the Executive Committee adopted recommendations for the updating and continuation of the Strategic Planning process first begun in 1999. Among the recommendations adopted was to establish a new Strategic Plan every three years.

The Strategic Planning Committee met early in 2006 and developed a new Strategic Plan. The Strategic Plan serves to guide the work of all NCTR committees, staff and contractors. It establishes clear objectives and strategies that we will strive to achieve.

The format of the Strategic Plan is presented in a modernized, streamlined manner. The format has been designed to facilitate both the monitoring of success throughout the implementation of the Plan and the development of modifications as may be necessary.

Mission Statement

The mission of the National Council on Teacher Retirement (NCTR) is to promote and protect the retirement security of educators and other plan participants through effective governance and benefits administration, through educating the trustees and administrators of such plans and through leadership in the evolution of public pension plans.

Strategic Plan

The purpose of the Strategic Plan is to enable NCTR to advance its position as an independent organization dedicated to safeguarding the integrity of public pension systems and to facilitate the goals set forth in the Mission Statement

Adopted By: NCTR Executive Committee, August 2006

NCTR will operate as a vital, well-managed, fiscally sound organization serving the best interests of its membership.

Strategic Planning:

- NCTR will develop and maintain a comprehensive Strategic Plan in accordance with the policy adopted by the Executive Committee in 2003.

Organization:

- NCTR will maintain its practice of developing and adopting an annual program based operating budget consistent with available resources.
- NCTR will maintain its practice of evaluating staffing needs.
- NCTR will maintain its practice of contract review and an annual performance review of its professional staff.
- NCTR will incorporate strategic plan goals and objectives within its contracts with professional staff.
- NCTR will continue its practice of evaluating all administrative practices and procedures and will adopt organizational strategies enabling it to achieve its objectives, implement and maintain exemplary governance practices and protect fiscal integrity.

Serving the Membership:

- NCTR will continue to develop programs to recognize and encourage the participation of its member systems.
- NCTR will continue to develop programs to recognize and encourage the membership and participation of its corporate members.
- NCTR will update, develop and distribute materials designed to encourage growth in its membership.
- NCTR will continue the involvement of the Corporate Advisory Committee in NCTR programs.
- NCTR will encourage the exchange of ideas, concerns and comments by the membership through the Executive Committee and/or the Executive Director.
- NCTR will develop and implement a plan to better inform all members of opportunities to serve on committees and increase the participation of both administrators and trustees.

SERVING THE MEMBERSHIP (continued)

- NCTR will continue ongoing efforts to establish an organizational culture and environment that encourages diversity and provides leadership opportunities for both administrators and trustees in a manner that is representative of the broad demographics of the membership it serves.
- NCTR will continue to rely on and strengthen its Committee structure as a means toward the identification of leaders.
- NCTR will continue to maintain a shared decision making model inclusive of administrators, trustees and all stakeholders.

NCTR will promote effective governance and benefits administration in public pension systems.

- NCTR will continue to seek input from its members for the purpose of defining their information needs.
- NCTR will develop projects and initiatives responding to the needs of its members and the broader community with common interests.
- NCTR will continue to establish special committees to develop recommendations and suggest policies on such matters as is determined to be in its interests.
- NCTR will continue to monitor, evaluate and take action on various plan design issues concerning the retirement security of its members.
- NCTR will determine resources and finances required to implement any suggested initiative and/or project.
- NCTR will explore opportunities to collaborate with other organizations for initiatives and/or projects on matters of common concern to the public pension community.
- NCTR will maintain a Research and Development Committee.

NCTR will be the premier provider of education to the Trustees and Administrators of public plans with teachers in their membership.

NCTR will develop and distribute newsletters, bulletins and other such materials as needed to rapidly communicate pertinent information to the membership.

- NCTR will continue to maintain and improve its website as a means of communicating information.
- NCTR will maintain and update its data base of electronic addresses to facilitate communications with the membership.
- NCTR will continue to enhance the quality and content of its educational offerings and seek to identify areas of need.
- NCTR will continue to offer an annual educational conference for system trustees and have trustees participate in the development of the curriculum.
- NCTR will continue to offer an annual educational conference for system administrators and have administrators participate in the development of the curriculum.
- NCTR will continue to develop and implement professional development programs for member system staff.
- NCTR will develop an annual orientation program for new administrators.
- NCTR will continue to maintain, update and make available a Trustee's Handbook and Administrator's Handbook.
- NCTR will continue to review the need and feasibility of developing retirement savings related educational initiatives.
- NCTR will continue to conduct an annual conference and take actions appropriate to encourage attendance.

NCTR will be a leader in the protection of the retirement security of educators and other plan participants.

- NCTR will continue to maintain and further develop a comprehensive plan for identifying and responding to policy and political issues within the Federal Government.
- NCTR will continue to refine and develop its capacity to serve as a resource to assist in identifying and responding to policy and political issues in State and Local Government.
- NCTR will continue its commitment to a comprehensive Federal legislative program by:
 - maintaining a Federal Governmental Relations Director,
 - maintaining a Legislative Committee,
 - adopting resolutions and advocating for NCTR positions in all appropriate forums,
 - conducting an annual Legislative meeting,
 - providing regular legislative updates to members and soliciting input and support as necessary,
 - developing and maintaining relationships with members of Congress, the Congressional staff and administration officials,
 - developing, expanding and maintaining strategic partnerships to accomplish its legislative objectives.
- NCTR will continue to partner with NASRA to collect and publish public pension plan data.
- NCTR will continue to explore possible collaborative projects with other public pension plan organizations as issues of common interest are identified.
- NCTR will advocate its positions on matters of its interests before the Administration, Congress, other public interest groups and all other forums as deemed appropriate.
- NCTR will actively and effectively collaborate with other organizations on matters of common concern.
- NCTR will seek to establish and participate in strategic partnerships that will fulfill its mission.