



# *Strategic Plan*

## **July 2018-2028**





# Alpha Kappa Alpha Sorority, INCORPORATED

Alpha Kappa Alpha Corporate Office • 5656 South Stony Island Avenue • Chicago, IL 60637-1997 • (773) 684-1282

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OFFICE OF:

**Dorothy Buckhanan Wilson**

*Supreme Basileus*

Dear Sorors,

Updating the sorority's strategic plan was a key goal for the *Launching New Dimension of Service*® administration. Alpha Kappa Alpha Sorority, Incorporated is a multi-million dollar corporation and, like all corporations, having a strategic plan is of the utmost importance.

It was also important to me that revising the plan involve all levels of the sorority. As a result, in addition to feedback from the sorority's leadership, a sorority wide survey was done, and focus groups were held at the regional conferences. The feedback gathered was key to developing the new strategic plan.

Chapters, which carry out the sorority's programs at the local level, were also encouraged to develop a strategic plan. The positive response to this request was heartwarming.

The sorority's strategic plan addresses the following strategic goals:

- Membership
- Sisterly Relations and Ethics
- Leadership Development
- Structure and Operations
- Programs of Service
- Finance and Sustainability
- Collaboration and Partnerships
- Risk Management
- Technology

Tactical objectives are proved for each goal.

A sincere thank you is extended to the Strategic Planning Committee, under the leadership of Soror Marsha Lewis Brown. Your four year commitment to this effort is truly appreciated.

Sisterly yours,

Dorothy Buckhanan Wilson  
Supreme Basileus

## FOREWORD



The strategic planning process for Alpha Kappa Alpha Sorority, Incorporated is an integral and disciplined effort that helps define future actions, shaping and guiding the organization, key decisions and her membership over the next ten years and beyond. The 2018-2028 strategic plan for Alpha Kappa Alpha Sorority, Incorporated contains measurable goals and priorities for implementation based upon an assessment of the changing internal and external environments in which the sorority operates. The strategic plan articulates how success will look, how we propose to get there, and the resources needed to achieve the vision and mission of the Sorority. Based upon the strength of the organization as a perpetual sisterhood and its commitment to the mission of “service to all mankind,” we present this ten-year strategic plan.

The charge to the 2014-2018 International Strategic Planning Committee was: (1) to support chapter-level strategic planning through the development of a guide and toolkit for chapters, (2) monitor the compliance of the sorority’s 2010-2020 plan, and (3) develop the next ten-year strategic plan for Alpha Kappa Alpha Sorority. The Committee conducted workshops and webinars; produced a toolkit, including a step-by-step guide to assist and support development of chapter strategic plans; and continued to monitor compliance of the goals and tactical objectives in the current ten-year plan. In response to its charge, the Committee provided leadership, including consultation to chapters to support and encourage the development and implementation of the strategic planning process at the chapter level. The impact has been significant with more than 50 percent of Alpha Kappa Alpha chapters now having developed strategic plans that contain measurable goals and objectives to enhance chapter efficiency, effectiveness, communication and operations.

The International Strategic Planning Committee solicited feedback from International Sisterly Relations, Finance, Program, Risk Management, and Membership committees on achieved and outstanding goals identified in the current ten-year plan addressed by their respective committees. **Consensus based upon the monitoring of the current plan by the International Strategic Planning Committee is that the disciplined efforts of the Supreme Basileus and members of the Directorate have successfully resulted in fundamental decisions and actions to achieve the identified goals and tactical objectives in the current ten-year plan. Through a membership survey, key informant interviews and focus groups, the consensus is actions initiated have effectively shaped and positively produced the foundation for the next ten years to guide the sorority and its members into the future.**

We acknowledge the chairmen and the members of the previous International Strategic Planning Committees that crafted the Sorority’s 2002-2012 and 2010-2020 strategic plans, both of which were reviewed and provided a foundation upon which we now present the next ten-year plan for the Sorority. As we approached the task of developing Alpha Kappa Alpha’s strategic direction for the next ten years, we did so with the intent of continuing transformational goals and directions to ensure we remain the premiere women’s organization that supports service, sisterhood and scholastic excellence.

I am honored to have served as chairman of the 2014-2018 International Strategic Planning Committee. I am grateful to the wonderful, hard-working members of the Committee for their outstanding and dedicated work to successfully achieve the charge which we were given. I owe to each member of the International Strategic Planning Committee special recognition and a tremendous debt of gratitude.

*Marsha Lewis Brown*

**Marsha Lewis Brown, Chairman International Strategic Planning Committee 2014-2018**





## **2016-2018 International Strategic Planning Committee**

Soror Marsha Lewis Brown, Chairman and South Atlantic Region  
Soror Estelle Black—Central Region  
Soror Jarnell Burks-Craig—Central Region  
Soror Kendra Gillespie Benson—Mid-Atlantic Region  
Soror Juanita Sims Doty—South Eastern Region  
Soror Margaret Evans—Mid-Western Region  
Soror Rita Butler Holliday—North Atlantic Region  
Soror E. Lavonne Lewis—Far Western Region  
Soror Jatisha Marsh—South Atlantic Region  
Soror Regina L. Randall—Great Lakes Region  
Soror Jacqueline Watson—South Central Region

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## **OVERVIEW**

Alpha Kappa Alpha Sorority has an extensive tenured history of using strategic planning processes to evaluate organizational capabilities and requisite resources to achieve fundamental goals and as a mechanism to inform and engage members.

Borne of the necessity to address critical resources for a growing, complex and diverse membership as well as the challenges of a new century marked by rapid change, the 2002-2012 strategic plan outlined several goals based upon 14 guiding principles reflective of our mission statement and our vision to be the premiere unique sisterhood of distinguished professional women united to serve humankind. The 14 guiding principles were identified as Sisterhood, Unity, High Ethical Standards, Character, Respect, Communication, High Scholastic Achievement, Leadership, Education, Health, The Arts, Technology and Economics. These principles became the basis for a plan that included goals, strategies, and actions to achieve successful completion within a ten-year period. That plan, approved at the 2002 Boule, provided a valuable roadmap for the success of the international organization and the chapters during the first decade of the new century. The plan identified such key areas as Membership, Structure, and Finance and set major goals strategies and tasks within each area.

The 2010-2020 Strategic Plan, approved at the 64<sup>th</sup> Boule in St. Louis, Missouri, identified and set forth goals and tactical objectives related to five major areas: Membership, Structure and Operations, Finance and Sustainability, Programs of Service, and Sisterly Relations and Ethical Conduct. In preparing the new ten-year plan, the 2014-2018 International Strategic Planning Committee noted still-relevant and in-progress goals and tactical objectives from the 2010-2020 plan and incorporated them into the new 2018-2028 plan. The 2018-2028 Strategic Plan, however, also includes new initiatives needed to address emerging issues identified by the membership as critical to the organization's continuing success. Thus, the 2018-2028 Strategic Plan sets forth as major areas of new and/or continuing focus the following: Membership Initiation, Reclamation and Retention, Enhanced Utilization of Technology and Social Media, Branding and Public Relations, Financial Sustainability, Professional Leadership Development and Training, and Risk Management.

The 2014-2018 International Strategic Planning Committee recognized that an objective evaluation and thoughtful review of the current ten-year plan, an assessment of the current environmental landscape, and identified priorities of the administration and the membership were needed to successfully complete its charge. The committee was tasked with formulating a strategic plan that was realistic and comprehensive. In order to achieve this overarching goal, the committee began by soliciting feedback from the membership in 2016 via focus groups and a membership opinion survey. Significant information was gleaned regarding favorable member perceptions of the present program structure, organizational and leadership structure, and leadership development. Feedback was also solicited from the International Membership, Program, Finance, and Sisterly Relations committees regarding compliance with the current plan's strategic goals and tactical objectives. Invaluable information was provided by the four committees identifying goals and tactical objectives from the 2010-2020 plan that had been achieved, remained relevant, and/or required modification.

Feedback and perception of the membership regarding the sorority's fiscal state, the effectiveness of the current leadership and existing challenges and opportunities served as the foundation for the next strategic plan.

- **Focus Groups** were conducted at nine of the 2016 regional conferences with a sample size of 127 graduate, undergraduate and general member participants. The same strategic questions were posed to each focus group to ensure consistency in the process of soliciting feedback from the participants. The questions were designed to initiate a dialogue regarding the opinions and perceptions regarding the relevance of the mission and vision of the sorority, prioritization of the 14 Guiding Principles and an assessment of the current organizational accomplishments. Common themes included bringing sisterhood back into the Sisterhood; continuing lifelong learning using new age technology; mentoring and leadership development; and establishing a signature program embraced by all administrations and chapters.
- In 2016, the **Membership Survey** “Your Opinion Counts” was emailed to all financial members to solicit opinions regarding the extent to which the principles of the Strategic Plan had been effective in guiding the organization. The survey allowed sorors to comment on their sense of the organization’s accomplishments and identify opportunities for improvement that could be addressed in the next strategic plan. Much of the survey feedback from the approximately 15,000 responses received were consistent with the responses from the 2016 regional conferences focus groups.
- **Key Informant Input solicitation** included: International Committees feedback on progress of current goals and tactical objectives and suggestions on new goals for consideration based upon their perspectives; and key informant interviews and feedback from the current Directorate members regarding proposed strategic goals and tactical objectives for the future of Alpha Kappa Alpha Sorority.

The International Strategic Planning Committee believes that change is an inevitable process that should be initiated through thoughtful review, objective evaluation, informed analysis and careful planning. The 2018-2028 Strategic Plan, reflective of the voices of the leadership, the membership, and key informant feedback, is based upon the shared vision of Alpha Kappa Alpha Sorority as the PREMIER UNIQUE SISTERHOOD of distinguished professional women united to serve humankind.



## **Historical Overview of the Strategic Planning Process for Alpha Kappa Alpha Sorority, Incorporated**

**“No Organization is so Perfect that Self-Reflection will not Enable Improvement.”**

In Alpha Kappa Alpha, the strategic planning process continues as a disciplined effort to produce fundamental decisions and actions that shape and guide the organization and its membership over the long term. The cited historical examples below reflect only partially the extensive and committed efforts to continually enhance, refine and improve the organizational and financial structure of Alpha Kappa Alpha Sorority.

The tradition of strategic planning began at the 1936 Boule with a recommendation for a careful study of the Sorority designed to simplify the system of procedures and clarify the duties of officers.

The “Organization Study Commission” produced the *To Capture a Vision Fair* report in 1961 which included a review and analysis of the Sorority’s goals, objectives and programs in relation to the global community, social forces and movement; and recommended specific programs, national action, structure and staff-board member relationships.

*A Look At The 21<sup>st</sup> Century With An Alpha Kappa Alpha Presence*, prepared by a Long-Range Planning Committee during 1984 to 1986, examined Economics and Finance, Structure, Administration, Membership, Program, Communications and Public Relations, Meetings and Conferences, and Organizational Impact and Collaboration.

The Structure and Operations Commission (SOC) submitted reports in 1988 and 1990 to address Soror Issues, Salaried Staff Issues, Communication/Public Relations Issues, Meetings and Conference Issues, Finance Issues, Membership Issues, and Program Issues.

The Strategic Planning Committee was charged in 2000 with the responsibility of developing a vision for the future of the Sorority including developing a long-range financial plan for the organization. One of the tasks in the furtherance of the responsibility of the Committee was to solicit opinions from the membership concerning the functioning of the Sorority in three specific areas: Membership, Structure and Finance. The first ten-year plan was presented and approved at the 2002 Boule.

The follow-up 2010-2020 plan was based upon an assessment of key informant interviews, a survey of the membership and best practices associated with the operation of a complex and dynamic volunteer non-profit organization. The Strategic Plan was crafted, presented and approved at the 2010 Boule.

The emphasis on chapter-level strategic planning began in 2014 to enhance organizational strength. Chapter strategic plans embrace and support the vision and mission of the organization while identifying specific local goals and priorities. Chapters with strategic plans were recognized at the 2017 Leadership Seminar.

# VISION STATEMENT

Alpha Kappa Alpha Sorority, Incorporated is the premier unique sisterhood of distinguished professional women united to serve humankind.

# MISSION STATEMENT

The purpose of Alpha Kappa Alpha Sorority is to cultivate and encourage high scholastic and ethical standards, to promote unity and friendship among college women, to study and help alleviate problems concerning girls and women in order to improve their social stature, to maintain a progressive interest in college life, and to be of service to all mankind. (Article II – Purpose)

# GUIDING PRINCIPLES

- **Sisterhood** – Our behavior will cultivate an atmosphere in which women are encouraged to achieve their highest goals, hopes and dreams.
- **Unity** – Our performance will foster unity and friendship among people of all races, genders, ages, nationalities, religions, and cultural backgrounds.
- **High Ethical Standards** – Our members and officers will exemplify high ethical standards.
- **Character** – Our activities will strengthen character among members and others.
- **Respect** – Our organization will encourage mutual respect among all members of the human race.
- **Communication** – Our organization will foster an environment of effective communication.
- **High Scholastic Achievement** – Our initiatives will promote, support and encourage high scholastic achievement.
- **Leadership** – Our activities will advance the training and development of leaders.
- **Education** – Our initiatives will advocate lifelong learning for the people we serve.
- **Health** – Our initiatives will facilitate standards of health to ensure a better quality of life.
- **Family** – Our initiatives will enhance family life.
- **Arts** – Our initiatives will sustain the arts.
- **Technology** – Our organization will effectively utilize appropriate technologies to continually improve organizational efficiency.
- **Economics** – Our organization will endorse solid economic practices and economic empowerment.

# **ALPHA KAPPA ALPHA SORORITY, INCORPORATED**

## **Strategic Planning Action**

### **STRATEGIC GOALS**

#### **MEMBERSHIP GOALS**

1. Maintain and broaden a strong, unified diverse, respectful and actively-involved membership of distinguished women consistent with the mission to cultivate and encourage high scholastic and ethical standards and promote unity and friendship among collegiate and graduate members of the organization.
2. Implement initiatives that encourage collaborative working relationships among the members and the community at large consistent with the mission to promote unity and friendship and to be of service to all mankind.

#### **SISTERLY RELATIONS & ETHICS GOAL**

1. Promote and address the moral and cultural issues of character, respect, high ethical standards and unity of purpose and commitment, as addressed in the Soror Code of Ethics, adopting methods of conflict resolution that allow for disagreements and conflict resolution without undermining sisterhood, sorority principles or operational integrity; provide oversight mechanisms that address major issues and/or problems.

#### **LEADERSHIP DEVELOPMENT GOAL**

1. Implement programs, activities and training that empowers members to be leaders within the international organization and in chapters, communities and workplaces consistent with the mission to cultivate and encourage high scholastic and ethical standards and to help alleviate problems concerning women to improve their social stature.

#### **STRUCTURE AND OPERATIONS GOALS**

1. Maintain an efficient and effective cooperative governance structure and corresponding office operations in support of an active volunteer membership.
2. Implement and maintain an effective, ongoing process of evaluation of the membership, its needs relative to the mission of the organization, achievement of strategic goals and objectives, and changes necessary to fully meet both.
3. Implement and utilize best practices models from other large non-profit membership organizations, consistent with the applicability to a sisterhood, to ensure that the corporate structure is responsive to the needs of the membership and that the operations meet the highest standards of compliance with all applicable rules, laws, and regulations.

#### PROGRAMS OF SERVICE GOAL

1. Develop, implement and evaluate impact of program and service initiatives that support the organizational mission.

#### FINANCE AND SUSTAINABILITY GOALS

1. Provide for the future financial empowerment and long-term organizational viability.
2. Maintain a strong financial base for the organization.
3. Ensure the integrity and oversight of the fiscal operations with clear definitions and monitoring, allowing for an informed membership.
4. Sustain and protect the organization's intangible assets and global image.

#### COLLABORATIONS AND PARTNERSHIPS GOALS

1. Maintain and expand collaborative relationships and partnerships.
2. Strengthen relationships with National Pan-Hellenic Council (NPHC) organizations.
3. Increase sponsorships to support the organization's mission and programs.

#### RISK MANAGEMENT GOALS

1. Develop strategies to identify, quantify and manage the risk exposure for the organization. Maintain a risk management plan for the organization that facilitates interface with the sorority's legal team, and insurance professional in order to reduce and minimize risk to protect the organization.

#### TECHNOLOGY GOAL

1. Establish collaboratively between the Corporate office IT and the International Technology Committee a multi-purpose enterprise **low to no cost** solution made available to all regions and that allows for revisions as changes in administrations/technology occur.

**Membership Goal 1: Maintain and broaden a strong, unified, diverse, respectful and actively-involved membership of distinguished women consistent with the mission to cultivate and encourage high scholastic and ethical standards and promote unity and friendship among college women.**

<b>Tactical Objectives:</b>	<b>Specific Tasks:</b>	<b>Responsibility:</b>	<b>Financial Impact:</b>	<b>Timeline:</b>	<b>Bylaw Impact:</b>
<b>A: Broaden and Diversify the Membership Base</b>	1. Encourage members to present and/or support distinguished women with high ethical standards and exemplary academic achievement who possess qualities that can impact, enhance, and sustain the operation of the organization.	Corporate Office, International Membership Committee, Regional Directors, Chapters, Chapter Membership Committees, All Members	Increase Revenue to Organization and chapters	2018 and ongoing	None
	2. Continue to review the Membership Intake Process (MIP) and the effectiveness of recruiting members who have the above qualities.	International Membership Committee, Regional Directors, Chapters, Chapter Membership Committees	Cost of reviewing and revising Sorority Documents	2018 and ongoing	None
	3. Implement surveys or other technology to assist chapters with the task of evaluating the skills, backgrounds and professional interests that are needed in the chapter.	International Membership Committee, International Technology Committee, International Standards Committee, Chapter Basilei, Chapter Membership Committees.	Cost of implementing and developing the survey and technology	2018 and ongoing	None

**Membership Goal 1: Maintain and broaden a strong, unified, diverse, respectful and actively-involved membership of distinguished women consistent with the mission to cultivate and encourage high scholastic and ethical standards and promote unity and friendship among college women.**

<b>B: Increase and Activate the Membership Base</b>	1. Continue to encourage inactive members to join local chapters or become a General Member.	Corporate Office, International Membership Committee, Chapter Basilei, Chapter Membership Committees, All Members	Increase Revenue to Organization and chapters	2018 and ongoing	None
	2. Encourage General Members to join local chapters.	Corporate Office, International Membership Committee, Chapter Basilei, Chapter Membership Committees, All Members	Increase Revenue to chapters	2018 and ongoing	None
	3. Enhance and further develop inactive member, transitional member and General Member databases that are user-friendly, easy to navigate, geographically organized by state and region, and linked to the corporate and regional websites; use online communication links to provide opportunities for general members to participate in chapter, cluster, and regional activities and functions as appropriate.	Supreme Basileus Corporate Office, International Membership Committee, International Technology Committee, Regional Directors	Increase Revenue to Organization  Cost of revising website and developing data bases, Corporate personnel or outside vendor	2018 and ongoing	None



**Membership Goal 1: Maintain and broaden a strong, unified, diverse, respectful and actively-involved membership of distinguished women consistent with the mission to cultivate and encourage high scholastic and ethical standards and promote unity and friendship among college women.**

<b>B: Increase and Activate the Membership Base</b>	4. Research the feasibility of creating interactive online pages and links on the corporate and regional websites for inactive, transitional and General Members that will allow them to update their contact information; access the corporate and regional websites; communicate with the Corporate Office, regional directors and/or chapters to obtain information on reactivation, transferring membership or General Membership; and become informed of ethical and financial obligations.	Directorate, International Membership Committee, International Technology Committee, Corporate Office	Increase Revenue to Organization  Cost of implementation	2018 and ongoing	None
	5. Develop procedures for chapters to register members who are in transition from undergraduate colleges or who are moving to new cities, provide instructions for accessing the database and develop an active database link that allows transitional members to update their contact information on the corporate website.	Corporate Office, International Membership Committee, Chapter Membership Committees, International Technology Committee	Increase Revenue to Organization  Cost of developing and updating website; Corporate Office personnel or outside vendor	2018 and ongoing	None
	6. Promote the inactive member, transitional member and General Member databases in the <i>Ivy Leaf</i> <sup>®</sup> and at Chapter, Cluster, Regional and International meetings and encourage members to inform inactive, transitional and General Members about the databases.	Supreme Basileus, Regional Directors, Corporate Office, International Membership Committee, Chapter Basilei, Chapter Membership Committees, All Members	Increase Revenue to organization  Cost of publication and promotion campaigns	2018 and ongoing	None

**Membership Goal 1: Maintain and broaden a strong, unified, diverse, respectful and actively-involved membership of distinguished women consistent with the mission to cultivate and encourage high scholastic and ethical standards and promote unity and friendship among college women.**

<b>B: Increase and Activate the Membership Base</b>	7. Provide instructions and recommendations on how the databases should be used.	Corporate Office, International Membership Committee, International Technology Committee	Cost to implement, develop and share the instructions and recommendations	2018 and ongoing	None
<b>C: Improve Communication With The Membership</b>	1. Continue to implement, enhance and maintain the corporate website, members only section, links to Regional and Chapter websites and email accounts for Regions and Chapters.	Supreme Basileus Corporate Office, International Technology Committee, International Membership Committee, Communication Committee	Corporate Office personnel or outside vendor, Regional and Chapter Assessments	2018 and ongoing	None
	2. Monitor and test the Corporate and Regional websites and members only section for ease of navigation by users, responsiveness and function.	Supreme Basileus Corporate Office, International Technology Committee, All Members	Corporate Office personnel or outside vendor	2018 and ongoing	None
	3. Use the corporate website for continuous evaluation of the effectiveness of the website and databases by developing short surveys and other interactive mechanisms that allow for feedback from members utilizing the website and databases.	Supreme Basileus Corporate Office, International Membership Committee, International Technology Committee, Communication Committee, All Members	Corporate Office personnel or outside vendor cost of developing and implementing evaluation mechanisms on the website	2018 and ongoing	None

**Membership Goal 1: Maintain and broaden a strong, unified, diverse, respectful and actively-involved membership of distinguished women consistent with the mission to cultivate and encourage high scholastic and ethical standards and promote unity and friendship among college women.**

<b>D: Implement programs that empower and encourage members to respect all members' abilities, disabilities, experiences and needs.</b>	1. Enhance Corporate, Regional and Chapter websites and the use of other technology to address the needs and challenges of elderly and special needs members while continuing to provide alternative means of keeping those populations informed and engaged.	International Membership Committee, International Technology Committee, Communication Committee, Corporate Office, Regional Directors, and Chapters	Corporate Office personnel or outside vendor, cost of enhancing websites	2018 and ongoing	None
	2. Create programs designed to retain, increase participation and address the needs, talents and challenges of new graduates, new/single mothers, elderly members and other member groups with special needs.	International Membership Committee, Corporate Office, Chapters	Corporate Office personnel or outside vendor, cost of developing and implementing new programs	2018 and ongoing	None
	3. Develop a menu of programs that can be tailored by chapters based upon their size (i.e. small, medium or large) and the skills, interests and resources of chapter members.	Supreme Basileus, International Program Committee	Cost of developing, communicating and implementing a new process	2018 and ongoing	None
	4. Develop a model to assist chapters to utilize technology to reduce the length of chapter meetings.	Supreme Basileus, International Membership Committee, International Technology Committee, Corporate Office	Cost of studying the program. If implemented, cost to Corporate Office personnel or outside vendor and cost of developing new models and training documents	2018 and ongoing	None

**Membership Goal 1: Maintain and broaden a strong, unified, diverse, respectful and actively-involved membership of distinguished women consistent with the mission to cultivate and encourage high scholastic and ethical standards and promote unity and friendship among college women.**

<b>E. Reduce the Generation Gap</b>	1. Involve members of all age groups in leadership positions within chapters, Regions and the Boule.	Supreme Basileus, Regional Directors, Chapter Basilei	None	2018 and ongoing	None
	2. Enhance and develop strategies to ensure the effectiveness of the Alpha Kappa Alpha mentoring program and supplement the program to include steps to improve relationships between graduate and undergraduate chapters as well as the generational issues between members within graduate chapters and promote the program on the Corporate and Regional websites, social media, in the <i>Ivy Leaf</i> ® and at regional and international meetings.	Supreme Basileus, Regional Directors, International Membership Committee, International Technology Committee, Communication Committee, Corporate Office, Chapters, All Members	Corporate Office personnel or outside vendor, cost of publication and promotion	2018 and ongoing	None
	3. Evaluate the use and effectiveness of the Alpha Kappa Alpha mentoring program and obtain feedback from members utilizing surveys and other technology.	International Membership Committee, International Standards Committee, International Technology Committee, Corporate Office, Chapters	Corporate Office personnel or outside vendor cost of developing and implementing evaluation mechanisms on the website	2018 and ongoing	None

**Membership Goal 2: Implement initiatives that encourage collaborative working relationships among the members and the community at large consistent with the mission to promote unity and friendship among college women and to be of service to all mankind.**

<b>Tactical Objectives:</b>	<b>Specific Tasks:</b>	<b>Responsibility:</b>	<b>Financial Impact:</b>	<b>Timeline:</b>	<b>Bylaw Impact</b>
<b>A: Increase collaboration between the members.</b>	1. Continue to promote joint undergraduate and graduate activities.	Supreme Basileus, Regional Directors, International Membership Committee, Chapters	Cost of promoting and implementing publications with models for joint	2018 and ongoing	None
	2. Design, promote and implement programs and other initiatives that encourage collaboration, unity, and respect between the different age groups/generations.	Supreme Basileus, International Membership Committee, Chapters	Cost of designing, promoting and implementing programs and initiatives	2018 and ongoing	None
	3. Evaluate the use and effectiveness of the Alpha Kappa Alpha collaboration, unity and respect programs and obtain feedback from members utilizing surveys and other technology.	International Membership Committee, International Standards Committee, International Technology Committee, Chapters	Corporate Office personnel or outside vendor. Cost of developing and implementing evaluation mechanisms on the website	2018 and ongoing	None
<b>B: Continue to increase the activities of and involvement in the National Pan-Hellenic Council.</b>	Encourage the organization and Chapters to join National Pan-Hellenic Council chapters that adhere to best practices.	Supreme Basileus, Regional Directors, Chapters	Organization and Chapter Costs of collaboration efforts	2018 and ongoing	None

**Membership Goal 2: Implement initiatives that encourage collaborative working relationships among the members and the community at large consistent with the mission to promote unity and friendship among college women and to be of service to all mankind.**

<b>C: Continue to pursue potential opportunities with other organizations.</b>	Identify and establish strategic partnerships with organizations utilizing best membership practices that are compatible with the Sorority's mission and vision.	Supreme Basileus, International Program Committee, Chapters	None	2018 and ongoing	None

<b>Tactical Objectives:</b>	<b>Specific Tasks:</b>	<b>Responsibility:</b>	<b>Financial Impact:</b>	<b>Timeline:</b>	<b>Bylaw Impact:</b>
<b>D. Continue to maintain and enhance the Sisterhood.</b>	Continue to link the membership database and other corporate technology sites for action on issues, professional and personal development.	Supreme Basileus, International Connection Committee, International Membership Committee, Corporate Office	Cost of Corporate Office personnel	2018 and ongoing	None



**Sisterly Relations & Ethics Goal:** Address the moral & cultural issues of character, respect, high ethical standards and unity of purpose and commitment, adopting methods of conflict resolution that allow us to disagree and address our differences without undermining our sisterhood or its principles or the integrity of our operations; provide oversight mechanisms that address major issues and/or problems.

<b>Tactical Objectives: Specific Tasks:</b>		<b>Responsibility:</b>	<b>Financial Impact:</b>	<b>Timeline:</b>	<b>Bylaw Impact:</b>
<b>A: Continue to promote sisterly relations as an essential part of the Alpha Kappa Alpha Sorority culture.</b>	Continue to review, revise and enhance the <i>Sisterly Relations Handbook</i> and make the Handbook accessible on the corporate website and through other technology.	Supreme Basileus, International Membership Committee, International Technology Committee, Corporate Office	Corporate Office personnel or outside vendor, cost of reproduction, Chapters cost of purchase	2018 and ongoing	None
<b>B: Continue to encourage and enhance sisterly relations, activities involving, friendship and unity within the membership.</b>	1. Continue to utilize modern methods of communication, as well as traditional means, to ensure that as broad an audience as possible is engaged in the effort to improve and enhance sisterly relations, promote friendship, and strengthen the unity of the organization and its chapters.	Supreme Basileus, Communications Committee, International Membership Committee, Chapters	Cost to implement	2018 and ongoing	None

**Sisterly Relations & Ethics Goal:** Address the moral & cultural issues of character, respect, high ethical standards and unity of purpose and commitment, adopting methods of conflict resolution that allow us to disagree and address our differences without undermining our sisterhood or its principles or the integrity of our operations; provide oversight mechanisms that address major issues and/or problems.

<b>Tactical Objectives: Specific Tasks:</b>		<b>Responsibility:</b>	<b>Financial Impact:</b>	<b>Timeline:</b>	<b>Bylaw Impact:</b>
<b>C: Comply with the Soror Code of Ethics.</b>	1. Continue to inform members about the Soror Code of Ethics through chapter meetings, cluster and leadership conferences, undergraduate roundups, regional conferences, international leadership conferences. Boules, workshops or retreats, and online education, the corporate website and/or other Technology that upholds our shared core values of sisterhood.	Supreme Basileus, Regional Directors, Corporate Office, International Membership Committee, International Standards Committee, International Technology Committee, Chapters	Corporate Office or outside vendor, Cost to Chapters, Clusters/Areas, Regional Conferences, Boule Hosting Committees	2018 and ongoing	None
	2. Continue to include the Soror Code of Ethics as part of the Manual of Standard Procedure, the Membership Intake Process materials annually in the <i>Ivy Leaf</i> .	Corporate Office, International Membership Committee, International Standards Committee	Cost of producing the added pages in the Manuals or other materials and publication in the <i>Ivy Leaf</i>	2018 and ongoing	None
	3. Continue to include the Soror Code of Ethics as a part of chapter leadership development and also provide education through website and other means of communications.	Corporate Office, International Membership Committee, International Standards Committee, Regional Directors, Chapters	Cost of producing and providing training	2018 and ongoing	None
	4. Prominently feature the Soror Code of Ethics on the website and develop a short online exercise that allows sorors to test their knowledge of the ethical obligations of membership and applicability to specific situations.	International Membership Committee, International Technology Committee	Corporate Office personnel or vendor, cost of maintaining an online community, member users assessment	2018 and ongoing	None

**Sisterly Relations & Ethics Goal:** Address the moral & cultural issues of character, respect, high ethical standards and unity of purpose and commitment, adopting methods of conflict resolution that allow us to disagree and address our differences without undermining our sisterhood or its principles or the integrity of our operations; provide oversight mechanisms that address major issues and/or problems.

<b>Tactical Objectives: Specific Tasks:</b>		<b>Responsibility:</b>	<b>Financial Impact:</b>	<b>Timeline:</b>	<b>Bylaw Impact:</b>
	5. Clearly define expectation responsibilities	International Membership Committee	None	2018-2019	None
<b>D: Continue to comply with the Directorate Code of Conduct and the Code of Ethics.</b>					
	1. Continue to include the Code of Conduct as a part of Directorate leadership training.	Supreme Basileus	Costs associated with the meeting	2018 and ongoing	None
	2. Continue to include the Soror Code of Ethics as part of the Directorate leadership training				

**Sisterly Relations & Ethics Goal:** Address the moral & cultural issues of character, respect, high ethical standards and unity of purpose and commitment, adopting methods of conflict resolution that allow us to disagree and address our differences without undermining our sisterhood or its principles or the integrity of our operations; provide oversight mechanisms that address major issues and/or problems.

<b>Tactical Objectives: Specific Tasks:</b>		<b>Responsibility:</b>	<b>Financial Impact:</b>	<b>Timeline:</b>	<b>Bylaw Impact:</b>
<b>A: Create a framework for the merger of all leadership training and development initiatives under the umbrella of an International Leadership Training Committee</b>	1. Delegate international leadership development committee to coordinate all training and activities for Boule and Leadership Conference.	Supreme Basileus	Cost to be determined	2018 and ongoing	None
	2. Establish a resource database of certified or credentialed members who can serve as speakers and trainers according to their expertise and field of training.	Supreme Basileus, Regional Directors, Corporate Office, International Leadership Training Committee	Cost to implement to be determined	2018 and ongoing	None
	3. Continue to assess the training needs of the organization, members and targeted membership population and establish training tracks to address those needs.	Supreme Basileus, International Leadership Training Committee, Corporate Office	Cost to implement. To be determined	2018 and ongoing	None

**Sisterly Relations & Ethics Goal: Address the moral & cultural issues of character, respect, high ethical standards and unity of purpose and commitment, adopting methods of conflict resolution that allow us to disagree and address our differences without undermining our sisterhood or its principles or the integrity of our operations; provide oversight mechanisms that address major issues and/or problems.**

	4. Develop refresher training for reactivated and transitional members along with retention training that assists members maintain active membership. Assess organizational capacity to cultivate and prepare leaders for elective office, promote civic advocacy and advancement to policy positions.	Supreme Basileus, International Leadership Training Committee, Corporate Office	Cost to implement	2018 and ongoing	None

**Sisterly Relations & Ethics Goal:** Address the moral & cultural issues of character, respect, high ethical standards and unity of purpose and commitment, adopting methods of conflict resolution that allow us to disagree and address our differences without undermining our sisterhood or its principles or the integrity of our operations; provide oversight mechanisms that address major issues and/or problems.

<b>Tactical Objectives: Specific Tasks:</b>		<b>Responsibility:</b>	<b>Financial Impact:</b>	<b>Timeline:</b>	<b>Bylaw Impact:</b>
<b>A: Create a framework for the merger of all leadership training and development initiatives under the umbrella of an International Leadership Training Committee</b>	5. Offer training based upon basic, intermediate and advanced levels; provide and promote a listing of available training opportunities, with advance registration, in the <i>Ivy Leaf®</i> , on corporate and regional websites, and using other technology.	Supreme Basileus, International Leadership Development Committee, Corporate Office, Technology Committee	Cost to implement to be determined	2018 and ongoing	None
	6. Study the feasibility of developing, updating, scheduling, providing and evaluating training for members at all levels of the organizations.	Supreme Basileus, International Leadership Training Committee, Corporate Office Technology	Cost to implement to be determined	2018 and ongoing	None
	7. Continue to develop, update, schedule, provide and evaluate organizational leadership training courses for officers, leadership fellows and members at all levels of the organization at traditional venues such as Boules, Leadership Seminars, Leadership Fellows programs and Regional Conferences.	Supreme Basileus, International Leadership Training Committee, Corporate Office	Cost to implement. To be determined.	2018 and ongoing	None



**Sisterly Relations & Ethics Goal:** Address the moral & cultural issues of character, respect, high ethical standards and unity of purpose and commitment, adopting methods of conflict resolution that allow us to disagree and address our differences without undermining our sisterhood or its principles or the integrity of our operations; provide oversight mechanisms that address major issues and/or problems.

Tactical Objectives: Specific Tasks:		Responsibility:	Financial Impact:	Timeline:	Bylaw Impact:
A: Create a framework for the merger of all leadership training and development	8. Provide Corporate Board orientation training to new members of the Directorate and/or Directorate candidates and new chapter officers and/or board	Supreme Basileus, International Leadership Development Committee	None	2018 and ongoing	None
	9. Through case studies, presentations, exercise simulations, small group discussions and valuable insight, identify opportunities, address challenges and build and implement strategic initiatives that will help the sorority compete and grow.	Supreme Basileus, International Leadership Development Committee	None	2018 and ongoing	None
B: Continue to develop and maintain accurate documentation of training and certification.	1. Consider developing a uniform automated online registration and training documentation system and database that reflects training completed at Boules Regional conferences, Leadership seminar, Leadership fellow programs and online training courses.	Supreme Basileus, International Leadership Development Committee, International Technology Committee, Corporate Office.	Cost to implement. To be determined.	2018 and ongoing	None
	2. Utilize technology to review, revise, update and maintain an easy, efficient, timely and accurate leadership training certification process.	Supreme Basileus, International Leadership Development Committee, International Technology Committee, Corporate Office.	Cost to implement. To be determined.	2018 and ongoing	None

**Sisterly Relations & Ethics Goal:** Address the moral & cultural issues of character, respect, high ethical standards and unity of purpose and commitment, adopting methods of conflict resolution that allow us to disagree and address our differences without undermining our sisterhood or its principles or the integrity of our operations; provide oversight mechanisms that address major issues and/or problems.

<b>Tactical Objectives:</b>	<b>Specific Tasks:</b>	<b>Responsibility:</b>	<b>Financial Impact:</b>	<b>Timeline:</b>	<b>Bylaw Impact:</b>
<b>A. Utilize the technologies necessary to ensure effective and efficient communication among all components of Alpha Kappa Alpha, including the Corporate Office.</b>	Maintain an Information Technology Plan	Corporate Office; International Technology Committee	Cost to implement	2018 and ongoing	None
<b>B. Determine the most effective use of organizational resources and provide financial and human resources sufficient to carry out the Mission and implement the Strategic Plan.</b>	1. Continue to assess responsibility the office operations and procedures used in the Corporate Office.	Supreme Basileus, Supreme Tamiouchos, Corporate Office,	Cost to implement	2018 and ongoing	None
	2. Allocate the appropriate resources (human and financial) necessary to provide services in support of mission	Corporate Office; International Finance Committee; International Human Resources Committee.	Cost to implement	2018 and ongoing	None

**IS RESPONSIVE TO THE NEEDS OF THE MEMBERSHIP, AND THAT THE OPERATIONS MEET THE HIGHEST STANDARDS OF COMPLIANCE WITH ALL APPLICABLE RULES, LAWS, AND REGULATIONS.**

<b>Tactical Objectives:</b>	<b>Specific Tasks:</b>	<b>Responsibility:</b>	<b>Financial Impact:</b>	<b>Timeline:</b>	<b>Bylaw Impact:</b>
<b>A. Utilize experience of other similarly structured non-profit organizations to identify best practices that may be implemented in support of organization's mission and structure as a sisterhood</b>	Identify other large non-profit organizations that are membership-based organizations that have been recognized for best practices.	Supreme Basileus, Directorate, Corporate Office	Cost to implement	2020 and ongoing	None
	Identify those practices that have been recognized nationally or internationally as most effective in keeping an organization responsive to its membership, true to its mission, and maximally efficient in its operations, to the extent that those practices are appropriate for implementation in an organization utilizing a sisterhood model.	Supreme Basileus, Directorate, Corporate Office	Cost to implement	2020 and ongoing	None
	Adopt and integrate the best practices to enhance current and future operations and move the organization to the highest level of operational efficiency and effectiveness.	Supreme Basileus, Regional Directors, Executive Director, Staff of the Corporate Office, Directorate.	Cost to implement	2020 and ongoing	None

**STRUCTURE AND OPERATIONS GOAL 3: IMPLEMENT AND MAINTAIN AN EFFECTIVE, ONGOING PROCESS OF EVALUATION OF THE MEMBERSHIP, ITS NEEDS RELATIVE TO THE MISSION OF THE ORGANIZATION, ACHIEVEMENT OF STRATEGIC GOALS AND OBJECTIVES, AND ANY CHANGES NECESSARY TO FULLY MEET BOTH.**

<b>Tactical Objectives:</b>	<b>Specific Tasks:</b>	<b>Responsibility:</b>	<b>Financial Impact:</b>	<b>Timeline:</b>	<b>Bylaw Impact:</b>
<b>A. Review the established Mission and its continuing relevance to the members and the community we serve.</b>	In conjunction with the design of a proposed program, each new administration should conduct a review of the Mission of the Sorority.	Supreme Basileus; Directorate; Corporate Office; Regions, Chapters.	Cost to implement	2018 and ongoing	None
<b>B. Review the Vision and its continuing value and connection to the Mission.</b>	In conjunction with the design of a proposed program, each new administration should conduct a review of the Mission and Vision of the Sorority.	Supreme Basileus; Directorate; Corporate Office; Regions, Chapters.	Cost to implement	2018 and ongoing	None
<b>C. Relate the Guiding Principles, Strategic Goals, and administration Program Plans to the Vision and Mission.</b>	In conjunction with the design of a proposed program, each new administration should conduct a review of the Mission, Vision and Guiding Principles of the Sorority.	Supreme Basileus; Directorate; Corporate Office; Regions, Chapters	Cost to implement	2018 and ongoing	None
<b>D. Align the Resources (financial and human) available to the organization &amp; the most effective use of the resources in support of the mission and strategic plan.</b>	Assess resources available and allocate appropriately to address objectives, and tasks as outlined in the strategic plan and in keeping with the organization's mission.	Supreme Basileus, Executive Director, Supreme Tamiouchos, Directorate	Cost to implement	2018 and ongoing	None

**PROGRAM OF SERVICE GOAL: DEVELOP, IMPLEMENT, AND EVALUATE IMPACT OF PROGRAM AND SERVICE INITIATIVES THAT SUPPORT THE MISSION OF THE ORGANIZATION**

<b>Tactical Objectives:</b>	<b>Specific Tasks:</b>	<b>Responsibility:</b>	<b>Financial Impact:</b>	<b>Timeline:</b>	<b>Bylaw Impact:</b>
<b>A. Offer programs of service locally, nationally and globally.</b>	1. Design signature programs of service that reflect the organization's mission.	Supreme Basileus, International Program Committee	Cost to implement	2018 and ongoing	None
	2. Present the program at Boule, Regional, and other conferences.	Supreme Basileus, International Program Committee	Cost to implement	2018 and ongoing	None
<b>B. Implement Programs of Service.</b>	1. Implement programs of service that reflect the organization's mission and relate to the communities of interest served by the membership.	Supreme Basileus, International Program Committee, Regional Directors, Chapters, Chapter Basilei, Chapter Program Committees, All Members	Cost to implement	2018 and ongoing	None
	2. Prepare comprehensive resource guide and other educational or training materials that provide information on implementation and adaptation of program initiatives to	Supreme Basileus, International Program Committee	Cost to implement	2018 and ongoing	None
	3. Distribute broadly the resources guide and other information through direct communication with the Basilei, Graduate Advisors, and with others, as appropriate, based on the direction of the Supreme Basileus.	Corporate Office, International Program Committee, Regional Directors	Cost to implement	2018 and ongoing	None

**FINANCE AND SUSTAINABILITY GOAL 1: PROVIDE FOR THE FUTURE FINANCIAL EMPOWERMENT AND LONG-TERM VIABILITY OF THE ORGANIZATION.**

<b>Tactical Objectives:</b>	<b>Specific Tasks:</b>	<b>Responsibility:</b>	<b>Financial Impact:</b>	<b>Timeline:</b>	<b>Bylaw Impact:</b>
<b>A. Sustain and Expand the Corporate Endowment Fund</b>	1. Grow the annual corporate endowment.	Supreme Basileus, Supreme Tamiouchos, International Investment Committee, International Finance Committee	Provide financial stability to the operations of the Sorority	2018 and ongoing	None
	2. Continue annual fundraising plan.	Supreme Basileus, International Investment Committee, International Finance Committee, Directorate, Boule	Provide financial stability to the operations of the Sorority	2018 and ongoing	None
	3. Continue investment plan.	Supreme Basileus, International Investment Committee, International Finance Committee Directorate, Boule	Provide financial stability to the operations of the Sorority	2018 and ongoing	None
	4. Utilize investment advisors to optimize financial growth strategy and identification of investment selections aligned with our mission	Supreme Basileus, International Investment Committee, International Finance Committee	Provide financial growth to the corporate investment plan	2018 and ongoing	None



**FINANCE AND SUSTAINABILITY GOAL 1: PROVIDE FOR THE FUTURE FINANCIAL EMPOWERMENT AND LONG-TERM VIABILITY OF THE ORGANIZATION.**

<b>Tactical Objectives:</b>	<b>Specific Tasks:</b>	<b>Responsibility:</b>	<b>Financial Impact:</b>	<b>Timeline:</b>	<b>Bylaw Impact:</b>
<b>B. Develop Strategy for Members to Establish Scholarships and Program Funding Within the Organization</b>	1. Research estate planning mechanisms to designate Alpha Kappa Alpha programming and scholarships. Utilize investment advisors to develop this strategy.	International Finance Committee, International Investment Committee	Provide funding sources for the Sorority's programs.	2018 and ongoing	None
	2. Develop program materials and promotional materials for members outlining how to leave estate proceeds or establish funds within the organization.	International Finance Committee, International Investment Committee	Provide funding sources for the Sorority's programs.	2018 and ongoing	None

**FINANCE AND SUSTAINABILITY GOAL 2: MAINTAIN A STRONG FINANCIAL BASE FOR THE ORGANIZATION.**

<b>Tactical Objectives:</b>	<b>Specific Tasks:</b>	<b>Responsibility:</b>	<b>Financial Impact:</b>	<b>Timeline:</b>	<b>Bylaw Impact:</b>
<b>A: Undertake Joint Chapter Fundraising Activities</b>	Encourage graduate or undergraduate Chapters to sponsor joint fundraising activities. Obtain donations and corporate support from local community.	Chapters	None.	2018 and ongoing	None
<b>B: Pursue Governmental and Corporate Funding to Support the National Program</b>	1. Complete grant applications and submit proposal for funding as specified in Federal Register or as specified by the foundation, corporate entity or state agency.	International Program Committee, Chapters, Corporate Office	None.	2018 and ongoing	None
	2. Obtain listing of grant opportunities and partnership agreements.	International Program Committee, Chapters. Corporate Sponsorship Committee	None.	2018 and ongoing	None
	3. Develop marketing material to use in communicating the organization's mission and past activities.	International Program Committee, Chapters, Communications Committee	Cost to produce pamphlets.	2018 and ongoing	None

**FINANCE AND SUSTAINABILITY GOAL 3: Ensure The Integrity and Oversight of the Fiscal Operations are Clearly Defined and Monitored Allowing for an Informed Membership**

<b>Tactical Objectives:</b>	<b>Specific Tasks:</b>	<b>Responsibility:</b>	<b>Financial Impact:</b>	<b>Timeline:</b>	<b>Bylaw Impact:</b>
<b>A: Investigate Ways to Reduce Operating Costs and Increase Revenue</b>	1. Continue to provide liability insurance coverage.	Corporate Office, International Finance Committee	Insurance cost	2018 and ongoing	None
	2. Research umbrella bond coverage.	Corporate Office, International Finance Committee	Coverage cost	2018 and ongoing	None
	3. Evaluate the use of multiyear financial cards for members.	Corporate Office, International Finance Committee	Cost to implement	2018 and ongoing	None
	4. Investigate potential revenue generation from an Alpha Kappa Alpha Sorority affinity credit/debit card.	Corporate Office, International Finance Office	Cost to implement	2018 and ongoing	None
	5. Reevaluate the “chapter tax” structure based on chapter size.	International Finance Committee	None	2018 and ongoing	None
	6. Continue to centralize negotiation support for national and regional conferences.	International Conference Planning Committee, Supreme	Cost to implement	2018 and ongoing	None
	7. Provide fee schedule for any online modules.	International Technology Committee, International Leadership Development Committee, and International Finance Committee	None	2018 and ongoing	None
	8. Provide online mechanism for chapter basilei to request contact information for inactive sorors in their area.	International Technology Committee, Corporate Office.	None	2018 and ongoing	None

**FINANCE AND SUSTAINABILITY GOAL 3: Ensure The Integrity and Oversight of the Fiscal Operations are Clearly Defined and Monitored Allowing for an Informed Membership**

<b>Tactical Objectives:</b>	<b>Specific Tasks:</b>	<b>Responsibility:</b>	<b>Financial Impact:</b>	<b>Timeline:</b>	<b>Bylaw Impact:</b>
	9. Provide interim reporting to the membership on operating budget and expenses.	International Finance Committee	Potential cost reduction	2018 and ongoing	None
<b>B: Assure Integrity of Operations in Addressing Effective Ways to Reduce Operating Costs and Increase Revenues</b>	Assess functions and activities of the Directorate and the Sorority and provide appropriate transparency in reporting.	Directorate and International Finance Committee	Cost to implement	2018 and ongoing	None

**FINANCE AND SUSTAINABILITY GOAL 4: SUSTAIN AND PROTECT THE ORGANIZATION'S INTANGIBLE ASSETS AND GLOBAL IMAGE**

<b>Tactical Objectives:</b>	<b>Specific Tasks:</b>	<b>Responsibility:</b>	<b>Financial Impact:</b>	<b>Timeline:</b>	<b>Bylaw Impact:</b>
<b>A: Develop a Comprehensive Marketing and Public Relations Plan for Reaching Current Members, Future Members, Potential Funding Sources, and the General Public.</b>	1. Update community partners on the success of projects they sponsored through the <i>Ivy Leaf</i> <sup>®</sup> magazine, website and other means.	Corporate Office, Communications Committee, and International Program Committee	Cost to implement	2018 and ongoing	None
	2. Provide regular and periodic releases to news print and online communications and media features highlighting successful programs and projects.	Communications Committee, International Program Committee and Chapters	None	2018 and ongoing	None
	3. Send press releases on members' noteworthy accomplishments.	Corporate Office, Communications Committee	None	2018 and ongoing	None

**FINANCE AND SUSTAINABILITY GOAL 4: SUSTAIN AND PROTECT THE ORGANIZATION'S INTANGIBLE ASSETS AND GLOBAL IMAGE**

<b>Tactical Objectives:</b>	<b>Specific Tasks:</b>	<b>Responsibility:</b>	<b>Financial Impact:</b>	<b>Timeline:</b>	<b>Bylaw Impact:</b>
<b>B: Utilize the Technologies Necessary to Effectively Implement the Marketing and Public Relations Plan Using All Appropriate Forms of Print and Electronic Media</b>	1. Invite media to sorority community service events.	Corporate Office, Communications Committee, and Chapters	Cost to implement	2018 and ongoing	None
	2. Update soror profile to allow soror to enter current job responsibilities. This would be an optional field that could be used to assist officers in deciding committee appointments.	Corporate Office, International Technology Committee	None	2018 and ongoing	None
	3. Maintain and continually update organization website.	Corporate Office, International Technology Committee, Communication Committee	Cost to implement	2018 and ongoing	None
	4. Provide funding for leadership training initiatives.	Supreme Basileus, Directorate, and International Leadership Development Committee	Cost to implement	2018 and ongoing	None

**FINANCE AND SUSTAINABILITY GOAL 4: SUSTAIN AND PROTECT THE ORGANIZATION'S INTANGIBLE ASSETS AND GLOBAL IMAGE**

<b>Tactical Objectives:</b>	<b>Specific Tasks:</b>	<b>Responsibility:</b>	<b>Financial Impact:</b>	<b>Timeline:</b>	<b>Bylaw Impact:</b>
<b>C: Protect the Sorority's Intangible Assets and Intellectual Property (trademark and copyright), Obtaining Licensing Fees or Injunctions Where Appropriate and Establishing Internal Procedures to Resolve Concerns</b>	1. Continue assessment of the Sorority's intellectual property position.	Supreme Basileus, Directorate Corporate Office	None	2018 and ongoing	None
	2. Take steps to assert intellectual property rights through negotiated arrangements or legal action.	Supreme Basileus, Directorate, Corporate Office	Savings from loss of intellectual property rights;  Costs of action	2018 and ongoing	None

**COLLABORATIONS AND PARTNERSHIPS GOAL 1: MAINTAIN AND EXPAND COLLABORATIVE RELATIONSHIPS AND PARTNERSHIPS**

<b>Tactical Objectives:</b>	<b>Specific Tasks:</b>	<b>Responsibility:</b>	<b>Financial Impact:</b>	<b>Timeline:</b>	<b>Bylaw Impact:</b>
<b>A. Collaborate with relevant organizations for the beneficial exchange of knowledge and resources.</b>	1. Develop processes and systems to initiate and evaluate partnerships	Supreme Basileus, Corporate Office	Cost to implement	2018 and ongoing	None
	2. Create a database of sorors' expertise that the Sorority and other organizations may draw upon	Supreme Basileus, Corporate Office	Cost to implement	2018 and ongoing	None
	3. Promote sorority service projects, activities, and donations that benefit the community	Supreme Basileus, Communications Committee	None	2018 and ongoing	None



**COLLABORATIONS AND PARTNERSHIPS GOAL 2: STRENGTHEN RELATIONSHIPS WITH NATIONAL PAN-HELLENIC COUNCIL (NPHC) ORGANIZATIONS**

<b>Tactical Objectives:</b>	<b>Specific Tasks:</b>	<b>Responsibility:</b>	<b>Financial Impact:</b>	<b>Timeline:</b>	<b>Bylaw Impact:</b>
<b>A. Increase participation in NPHC activities</b>	1. Continue participation in the NPHC Council of Presidents.	Supreme Basileus	Maintenance cost	2018 and ongoing	None
	2. Support Undergraduate Directorate Officers participation in NPHC gatherings for undergraduate national officers of NPHC organizations.	Second Supreme Anti-Basileus, Undergraduate Members-At-Large	Maintenance cost	2018 and ongoing	None
	3. Encourage chapters to actively participate in local NPHC chapter.	Chapter Basilei Graduate Advisor(s)	Cost to implement	2018 and ongoing	None
	4. Develop and execute an internal communication plan to encourage positive and respectful interactions with other NPHC organizations, especially on college campuses.	International Communications Committee, International Undergraduate Activities Committee	Cost to implement	2018 and ongoing	None

**COLLABORATIONS AND PARTNERSHIPS GOAL 3: INCREASE SPONSORSHIPS TO SUPPORT THE ORGANIZATION'S MISSION AND PROGRAMS**

<b>Tactical Objectives:</b>	<b>Specific Tasks:</b>	<b>Responsibility:</b>	<b>Financial Impact:</b>	<b>Timeline:</b>	<b>Bylaw Impact:</b>
<b>A. Enhance sponsorships such that the Sorority efficiently carry out the mission and provide opportunities for our members to participate in programming</b>	1. Develop an International Sorority Annual Report to include highlights of the Sorority's impact of investments.	Supreme Basileus, Directorate, Corporate Office, International Committees	Cost to implement	2018 and ongoing	None
	2. Seek sponsorships to help defray cost of programs, and conferences	Supreme Basileus, Directorate, Corporate Office, International Strategic Partners Committee	Minimal	2018 and ongoing	None
	3. Capture data and measure, quantifiably, the return on investment to previous sponsors	Supreme Basileus, Corporate Office	Cost to implement	2018 and ongoing	None

**RISK MANAGEMENT GOALS: DEVELOP STRATEGIES TO IDENTIFY, QUANTIFY AND MANAGE THE RISK EXPOSURE FOR THE ORGANIZATION. MAINTAIN A RISK MANAGEMENT PLAN FOR THE ORGANIZATION THAT FACILITATES INTERFACE WITH THE SORORITY'S LEGAL TEAM, AND INSURANCE PROFESSIONAL IN ORDER TO REDUCE AND MINIMIZE RISK TO PROTECT THE ORGANIZATION.**

<b>Tactical Objectives:</b>	<b>Specific Tasks:</b>	<b>Responsibility:</b>	<b>Financial Impact:</b>	<b>Timeline:</b>	<b>Bylaw Impact:</b>
<b>A. To assess the risk and potential threats to Alpha Kappa Alpha Sorority's members and chapters</b>	1. Create an overall risk management plan for Alpha Kappa Alpha Sorority, Incorporated.	Supreme Basileus, Directorate, Corporate Office, International Committees, Legal Resource	Cost to implement	2018 and ongoing	Pending
	2. Interface with the sorority's legal team and insurance professionals to ensure that our risk is properly managed.	Supreme Basileus, Directorate, Corporate Office, International Strategic Partners Committee, Legal Resource	Minimal	2018 and ongoing	Pending

**TECHNOLOGY GOALS: CORPORATE OFFICE IT AND THE ITC WILL WORK ON A MULTI-PURPOSE ENTERPRISE LOW TO NO COST SOLUTION THAT WE COULD MAKE AVAILABLE TO ALL REGIONS AND THAT COULD BE EASILY REVISED AS CHANGES IN ADMINISTRATIONS/TECHNOLOGY OCCUR.**

<b>Tactical Objectives:</b>	<b>Specific Tasks:</b>	<b>Responsibility:</b>	<b>Financial Impact:</b>	<b>Timeline:</b>	<b>Bylaw Impact:</b>
<b>A. Technology project(s) financial impact will depend upon the depth and breadth of the projects and will be recommended at the time of review for approval</b>	1. Objectives for 2017-2018 SharePoint leadership site roll out to Directorate and International Committees	Supreme Basileus, Directorate, Corporate Office, International Committees, International Technology Committee	Cost to implement	2018 and ongoing	None
	2. MIP Online Request Process webinar and launch for Chapters	Supreme Basileus, Directorate, Corporate Office, International Membership Committee, International Technology Committee, Basileus	Minimal	2018 and ongoing	None
	3. MIP Online Request Process webinar and training for Regional Directors	Supreme Basileus, Directorate, Corporate Office, International Membership Committee, International Technology Committee, Basileus	Cost to implement	2018 and ongoing	None
	4. Continue Technology Best Practice Award to one graduate and one undergraduate chapter in each region	International Technology Committee, Regional Directors, Awards Committee	Minimal	2018 and ongoing	None

**TECHNOLOGY GOALS: CORPORATE OFFICE IT AND THE ITC WILL WORK ON A MULTI-PURPOSE ENTERPRISE LOW TO NO COST SOLUTION THAT WE COULD MAKE AVAILABLE TO ALL REGIONS AND THAT COULD BE EASILY REVISED AS CHANGES IN ADMINISTRATIONS/TECHNOLOGY OCCUR.**

	5. Summarize and publish 2017 Results for the Online Presence Evaluation for all regions to support future planning.	Regional Directors, International Technology Committee, Corporate Office	Cost to implement	2018 and ongoing	None

## **INTERNATIONAL STRATEGIC PLANNING COMMITTEE FOCUS GROUPS SUMMARY AND FINDINGS**

Focus Groups were conducted at nine of the 2016 Regional Conferences with 127 participants, identified by Regional Directors, based upon recommended selection criteria provided by the International Strategic Planning Committee. The intent of the Focus Groups was to secure informant feedback in preparation for the International Strategic Planning Committee's workshop presentation at the 2016 Boule. The feedback would also be used in the development of the next ten-year strategic plan for Alpha Kappa Alpha Sorority. It was not possible to conduct a Focus Group at the 2016 International Regional Conference because of the timing of that Regional Conference. Each Focus Group facilitator, a member of the International Strategic Planning Committee, received training on how to conduct Focus Groups and used a prepared list of questions to ensure consistency in the process. Designated recorders observed, recorded the participants' comments, and submitted a written report upon the conclusion of each Focus Group. Questions prepared by the International Strategic Planning Committee and responses by the Focus Group participants are summarized below.

### **Section A: Member Demographics**

Each participant completed and submitted a demographic form noting the following information:

- Region and State Residency
- Membership Type – Graduate, Undergraduate, or General
- Number of Years as a Member of Alpha Kappa Alpha Sorority
- Current or Former Member of Directorate, International Committee and/or Chapter Officer
- Number of Boules, Leadership Seminars, Regional Conferences and Cluster Meetings attended over the last five years

**Findings:** Forty-five percent of the 127 Focus Group participants had been members of the Sorority between 25 and 49 years. Eight percent of the Focus Group participants had been members of the Sorority for five years or less and 8 percent of the participants had been members of the Sorority for 50 or more years. None of the participants served on the Directorate, and the majority of those with 11 or more years of Sorority membership held chapter offices and/or were current chapter officers. Two of the Focus Group participants served previously on one or more International Committees, but none served as an International Committee Chairman. The Regions with the greatest number of Focus Group participants were Far Western, Mid-Western and South Central.

### **Section B: International Strategic Plan Guiding Principles**

Participants in each Focus Group responded to the following questions:

- Are you familiar with the current Guiding Principles of Alpha Kappa Alpha Sorority?
- What are the top seven Guiding Principles you think we should focus on for the next five to 10 years and why?

**Findings:** Sixty-eight percent of the 127 Focus Group participants were aware of the existence of the 2018-2020 Alpha Kappa Alpha Sorority Strategic Plan, but had limited knowledge or were not familiar with the Guiding Principles or goals and tactical objectives noted in the plan. Each Focus Group participant was provided the list and definitions of the 14 Guiding Principles identified in the 2018-2020 Alpha Kappa Alpha Sorority Strategic Plan and through group consensus identified their top seven that should be the Sorority's priority focus for the next five to 10 years. There was significant consistency across the Focus Groups responses that the top seven Guiding Principles that should be the focus for the Sorority for the next five to 10 years were: Sisterhood, High Ethical Standards, Communication, Leadership, Health, Technology, and Unity. Participant comments also noted Self-esteem, Voice of the Member, Trust, Integrity and Servant Leadership as potential foundational principles for consideration when developing the next ten-year strategic plan for Alpha Kappa Alpha Sorority. Additionally, the participants noted the next strategic plan should continue emphasis on Transparency, Accountability, Sisterhood and Respect.

### **Section C: Programs**

Participants in each Focus Group responded to the following Program questions:

- Would you change the approach to program design for our sisterhood? If so, how would you change the approach and why? If not, why not?
- Volunteerism is the structure for carrying out the programs of Alpha Kappa Alpha Sorority. What factors seem most influential in motivating sorors to volunteer time in your chapter?
- What seems to be the barriers which prevent members from being active in carrying out the sorority's programs?
- Thinking about the barriers just mentioned, how do you suggest they be minimized or eliminated?
- Each Administration initiates new programs and retains others from prior Administrations. In what ways, if any, would you change the approach to establishing programs and projects?
- Alpha Kappa Alpha collaborates with other national organizations involved in similar areas of programs/projects. How successful do you believe these efforts have been in expanding the Sorority's outreach efforts? Why or why not?

**Findings:** There continues to be some desire for a signature program across administrations. Comments included, "Leadership should respect the voice of the membership and establish a program that transcends Administrations to enhance our brand and allow for long-term commitment and availability of select programs to a community." There was consensus among the Focus Groups for the Sorority to continue collaborations with national organizations as this gives the Sorority more visibility, credibility, and enhances relationships in local communities.

## **Section D: Membership**

Participants in each Focus Group responded to the following Membership questions:

- What are some recommendations that you can share regarding ways to involve members of all age groups in leadership positions?
- Please share some things you believe would be effective in continuing to interest young sorors in accepting leadership roles?
- How can we strategically plan to encourage new members to reflect the historical values, traditions, and morals of the Sorority?
- What is the place of sisterhood in Strategic Planning? How do we demonstrate the value of sisterhood within our organization?

**Findings:** Most of the Focus Group participants (65 percent) believe the Sorority successfully maintains a strong, diverse, actively engaged membership of distinguished women. Sorors were quite responsive that we should eliminate the saying, “That is the way we have always done it,” and look for ways to solicit new ideas and suggestions from both seasoned and new members. Other noted ideas were continue mentoring and plan for leadership succession by encouraging and supporting young sorors attending meetings, regional conferences, Boules, and Leadership Seminars. Sorors noted that the “generation gap” continues to exist within the Sorority. Less than 25 percent of the participants’ chapters sponsor undergraduate chapters. Suggestions to support the transition from undergraduate to graduate chapters included temporarily reducing financial obligations for transitioning sorors and ensuring immediate engagement in some chapter program to help with bonding and role modeling.

## **Section E: Structure**

Participants in each Focus Group responded to the following Structure questions:

- What is the most important strategic imperative facing Alpha Kappa Alpha today?
- The Boule is the decision-making body of the Sorority and meets every two years. What changes, if any, would you make to program format or program focus to increase participation?
- What changes, if any, would you make with respect to Regional Conferences?
- What changes, if any, would you make with respect to Cluster meetings?
- What changes, if any, would you make with respect to Leadership Seminar?
- How can the Sorority better engage undergraduates’ attendance at Boule, Leadership Seminar and Regional Conferences?
- What approach should be implemented to help undergraduates learn and support the organization’s structure and expectations as members?

**Findings:** Eighty-five percent of the Focus Group participants expressed the importance of maintaining a strong financial base and maximizing sorors’ talents and strategic partnerships. Most participants expressed the need to educate all members on our brand and image so that we continue to be a respected service organization doing good for our communities. Forty-eight percent expressed a desire to re-evaluate the costs of attending Regional Conferences and Boule. Suggestions included holding Regional Conferences every other year and



exploring leadership training opportunities via teleconferencing. Additional comments noted minimal changes needed regarding Boule based upon current attendance, attendees' satisfaction with the locations and accommodations, cost and affordability and program length of the Boule. There were no recommended structural changes for Leadership Seminar offered.

### **Section F: Other**

Participants in each Focus Group responded to the following questions:

- What do you believe are our strengths as an organization, and how do we continue to enhance our visibility?
- What is our credibility level in our community/globally? How to gain it, lose it, sustain it?

**Findings:** Identified organizational strengths included the following: the long tenured history and legacy of the organization; outstanding community programs; quality leadership development and training for the membership; a well-defined Membership Intake Process; a well-defined organizational structure; property ownership; expansive program outreach and movement into the social media sphere. Suggestions for future consideration to further enhance our brand included enhance the use of social media to increase our visibility and credibility; address problems regarding negative media coverage and public relations immediately and not allow to fester; do a better job of communicating our brand; and continue to integrate technology in all areas including program, membership and leadership development. Overall, the consensus of the Focus Group participants is that Alpha Kappa Alpha Sorority remains an outstanding and respected organization, committed to its mission of "Service to all Mankind."

## **THE INTERNATIONAL STRATEGIC PLANNING COMMITTEE MEMBERSHIP SURVEY SUMMARY AND FINDINGS**

The survey “Your Opinion Counts” was sent electronically to financial members in the fall of 2016. The 34 survey questions were developed to elicit graduate and undergraduate members’ perspective on how successful the sorority had been in implementing the 2010-2020 Strategic Plan goals. The survey also solicited recommendations for the next ten-year plan. The survey questions sought to evaluate the Sorority’s performance in the areas of membership, finance, structure and operations, programs of service and leadership development from members’ perspectives. Every member with an email address on file with the Corporate Office had the opportunity to respond to the survey.

The survey results were delivered to the International Strategic Planning Committee in summary and graphically by the International Technology Committee. Based upon the assessment of the members’ responses regarding the organization’s progress in meeting the goals of the 2010-2020 Strategic Plan, the International Strategic Planning Committee identified priority goals for the next ten-year plan.

### **WHO RESPONDED:**

A total of 58,059 surveys were emailed to the membership and 15,433 responded for a 26.6 percent return rate. Several reminder emails were sent to remind the sorority members to respond to the survey, which was open for a 30-day period. The demographics of the survey respondents by membership category were:

Graduate	13,046	84.95
Undergraduate	493	3.21%
General	1818	11.84%

The number and percentage of survey responses received by region, is reflected below:

South Atlantic	3,322	21.57%
North Atlantic	2,405	15.69%
South Central	2,201	14.27%
Mid-Atlantic	1,926	12.46%
South Eastern	1,878	12.17%
Central	1,273	8.23%
Great Lakes	1,027	6.56%
Far Western	793	5.13%
Mid-Western	451	2.94%
International	167	1.09%

Responses to **Question #1**, which asked respondents to identify how long they had been a member of the Sorority, is reflected below:

Less than 5 Years	2,450	15.88%
5-10 Years	1,469	9.44%
11-15 Years	1,472	9.52%
16 -24 Years	3,105	20.13%
25-49Years	6,096	39.55%
50-74 Years	829	5.35%
75+ Years	12	0.14%

Silver Star Sorors (25-49 years) were the most responsive group (39.55 percent), followed by sorors with 16 to 24 years in the Sorority. Sorors with less than five years of membership had a higher response rate than sorors who had been members between 11 and 15 years. The highest numbers of responses received were from the two largest regions, South Atlantic and North Atlantic.

### **MAJOR FINDINGS:**

The top seven responses for **Question #7**, regarding which of the 14 Guiding Principles had been most successfully addressed, were Health, Education, Sisterhood, Leadership, Family, Communication and Technology.

The top seven responses received for **Question #8**, regarding which of the 14 Guiding Principles should be the focus of the next ten-year strategic plan, were Sisterhood, High Ethical Standards, Leadership, Economics, Respect, Education and All of the 14 Guiding Principles.

The following responses received for **Question #9**, regarding which of the 14 Guiding Principles had been less successfully addressed, were Arts, Unity, Respect, Character, Sisterhood, High Ethical Standards, Economics and Technology.

There was significant overlap in the responses to **Questions #8 and #9**, which appear to show that sorors believe certain areas had been addressed but still needed to be focused on in the next strategic plan.

**Question #34**, an open-ended question, asked for specific priority areas to be addressed in the next 10-year strategic plan. The responses included the following: Nurturing Our Ivy; Economic Empowerment; Ethics; Leadership; Joy in the Sisterhood; Unity; Strengthening Our Partnerships; Family Health; and Signature Program and/or event to enhance our brand.

Most of the survey respondents believed that the Sorority successfully maintains a strong, diverse, actively engaged membership of distinguished women. It was noted that the growth and success of the organization is contingent upon continuing to initiate women of high ethical and moral standards, who are committed to contributing volunteer time and resources to support the programs and operations of the organization. There were a substantial number of comments that the Sorority should place greater emphasis on retention, reclamation of inactive members and enhancing the inactive soror database.

Most of the survey respondents supported continued enhancement of the use of technology to increase timely communication with the membership; enhance virtual learning, networking and training opportunities; expand the use of social media to enhance visibility; and expand collaborations and partnerships with like-minded organizations.

Most of the survey respondents acknowledged that the ongoing program initiatives of the organization reflect and support the Sorority's mission. While it is recognized that the Supreme Basileus determines the program initiative for a four-year period, there were a substantial number of responses that expressed the desire for a signature program not tied to the tenure of any Administration. Continuity and branding were part of the rationale for the establishment of a signature program. The Program Resource Guide was identified as a significant tool, viewed as effective and helpful for chapter implementation of the current program, and preferred to be continued.

Survey respondents expressed increasing comfort that timelier fiscal information was shared with the membership. There was an expressed desire for continued transparency to facilitate member confidence and ensure members were provided timely fiscal information regarding operation expenses and investments. Restoration of the fiscal integrity of the organization was defined as paramount.

### **CONCLUSION**

Based upon "Your Opinion Counts" survey results, the Focus Groups feedback and the International Committees interviews, the 2014-2018 International Strategic Planning Committee submits the 2018-2028 Alpha Kappa Alpha Sorority, Incorporated Strategic Plan, realizing that this is simply a roadmap to guide the organization in planning for its long-term future. Periodic and ongoing assessment of the need to revise, modify or change the identified goals and tactile objectives may be required contingent upon environmental changes or the presentation of new opportunities. It is our hope that the self-reflection evident in this report captures the strength of the organization as a perpetual sisterhood and its commitment to the mission of being of "Service to All Mankind."

## **GLOSSARY OF STRATEGIC PLANNING TERMS**

A detailed description of how the strategic goals will be implemented. A plan for the day-to-day operations of the organization for the next year. It includes a prioritized list of proposed projects as well as plans for all projects that have been funded. The action plan should be reviewed and updated annually.

**Evaluation** – A means of objectively assessing the results of programs, projects or services.

**Guiding Principles** – The framework within which an organization pursues its vision. Together, all of the guiding principles represent the organization's value system.

**Mission Statement** – A statement of organizational purpose.

**Specific Tasks** – Well-defined, finite projects or activities undertaken for the purpose of achieving a specific strategic goal or tactical objective.

**Strategic Goal** – A long-term organizational target or direction of development. It states that the organization wants to accomplish or become over the next several years. Strategic goals provide the basis for decisions about the nature, scope, and relative priorities, of all projects and activities. Everything the organization does should help it move toward attainment of one or more strategic goals.

**Strategic Planning** – A disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it. A long-term, future-oriented process of assessment, goal-setting, and decision-making that maps an explicit path between the present and a vision of the future, that relies on careful consideration of an organization's capabilities and environment, and leads to priority-based resource allocation. **Strategy** – The means by which an organization intends to accomplish a goal or objective. It summarizes a pattern across policies, programs, projects, actions, decisions, and resource allocations.

**SWOT** – An acronym for strengths, weakness, opportunities and threats. The SWOT exercise is an analysis and evaluation of the internal conditions and external factors that affect an organization by reviewing the strengths, weakness, opportunities and threats facing the organization.

**Tactical Objective** – A measurable target that must be met on the way to attaining a strategic goal. The actions or strategies that should be implemented to achieve the strategic goals.

**Vision Statement** – A description of what an organization will look like if it succeeds in implementing its strategies and achieves its full potential.

## **Directorate Members 2016-2018**

Soror Dorothy Buckhanan Wilson, Supreme Basileus  
Soror Glenda Baskin Glover, First Supreme Anti-Basileus  
Soror Keniece Y. Gray, Second Supreme Anti-Basileus  
Soror Charletta Wilson Jacks, Supreme Grammateus  
Soror Martha L. Perine Beard, Supreme Parliamentarian  
Soror Danette Anthony Reed, Supreme Tamiouchos  
Soror Princess Faith Singleton, Undergraduate Member-at-Large  
Soror Victoria Simpson, Undergraduate Member-at-Large  
Soror Meredith L. Henderson, North Atlantic Regional Director  
Soror Joyce Henderson, Mid-Atlantic Regional Director  
Soror Sharon Brown Harriott, South Atlantic Regional Director  
Soror Toni S. Kendrick, Great Lakes Regional Director  
Soror Mary Conner, South Eastern Regional Director  
Soror Katina M. Semien, South Central Regional Director  
Soror Kathy A. Walker-Steele, Central Regional Director  
Soror Jan M. Carpenter-Baker, Mid-Western Regional Director  
Soror Carol R. Dixon, Far Western Regional Director  
Soror Gizette L. Canegata Thomas, International Regional Director

## **Committee Chairmen 2016-2018**

### **International Committees**

Soror Mavis Johnson Collie, Archives  
Soror Priscilla Tyree Williams, Buildings and Properties  
Soror Sylvia Blackmon-Roberts, Connection  
Soror Martha Perine Beard, Constitution  
Soror Danette Anthony Reed, Finance  
Soror Joya Hayes, Graduate Advisors' Certification  
Soror Deidra Y. A. Edwards, Honorary Members and Awards  
Soror Cora B. Davis, Human Resources  
Soror Karla A. Hall, Investment  
Soror Linda Groomes Walton, Leadership Development  
Soror Vanessa Rogers Long, Membership  
Soror Dana S. Branham, Nominating  
Soror Jasmine D. Adkins-Moore, Program  
Soror Sharon M. Bowman, Protocol  
Soror Gisele' M. Casanova, Standards  
Soror Theresa M. House, Technology  
Soror Keniece Y. Gray, Undergraduate Activities

## **Special Committees**

Soror Caroline L. Lattimore, Chapter Basileus Certification  
Soror Leona H. Dotson, Communications  
Soror Jacquelyn Heath Parker, Diamond/Golden/Silver Sorors  
Soror Gayle Miles Scott, Financial Officers' Certification  
Soror Peggy Lewis LeCompte, Former Directorate Member Coordination Team  
Soror Elicia Pegues Spearman, Leadership Fellows  
Soror Charlene Truitt Nelson, Reinstatement Task Force  
Soror Susan Simms Marsh, Risk Management Task Force  
Soror Brenda Lewis, Rituals  
Soror Wilma Holmes Tootle, Sisterly Relations  
Soror Laura Wilkinson, Strategic Partners  
Soror Marsha Lewis Brown, Strategic Planning  
Soror Pamela Bates Porch, Spiritual Oversight Team  
Soror Hansonia Caldwell Harriford, The Exhibits and Special Collections  
Soror Vivian Mays, Amenities  
Soror JoAnn S. Brown Conference Planning Coordinator  
Soror Earnestine Green McNealey, Historian  
Soror Valarie Hill, Legal Resource









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