

**ALPHA KAPPA ALHA SORORITY INCORPORATED
MU KAPPA OMEGA CHAPTER**

STRATEGIC PLAN

2013 – 2017



**UNITED IN SISTERHOOD
UNITED IN SERVICE**

PREFACE

In 2010, the Strategic Planning Committee reviewed the 2005-2010 Strategic Plan to assess the extent to which the goals of the plan had been met and to provide the sorority with an interim assessment of the progress made at the end of 2010. After analysis, the preliminary assessment was used to generate a report card for each area of the 2005-2010 Plan: Total number of Goals – 46; Number of Goals Achieved – 35; Report Card – 76%.

Preparing for New Plan: In planning for the new plan, the committee noted that the chapter's goals should be aligned with the International July 2010 – 2020 Strategic Plan with some adjustments relative to a chapter. The International Strategic Plan sets forth five major areas that must be addressed by the organization over the next decade – Membership, Structure and Operations, Finance and Sustainability, Programs of Service, and Sisterly Relations and Ethical Conduct.

A series of committee meetings were held and the committee worked to develop questionnaires to be presented at the 2011 Chapter Leadership Retreat. The purpose of these sessions was to solicit members' opinions on the five goals and to identify opportunities for improvement that could be addressed in the new strategic plan. The questionnaire was sent separately to the members of the Executive Board so that the responses of the membership and the leadership group could be compared.

After the retreat, The Strategic Planning Committee held a series of webinars to review documents from the Structured Questions as they addressed the five major goals of the Strategic Plan: Membership, Structure and Operations, Finance and Sustainability, Programs of Service, and Sisterly Relations and Ethical Conduct. The committee noted goals from the earlier plan that are still in progress and incorporated them into the new plan. However, setting forth the five major areas of the International Plan identified several areas not addressed in the previous plan as well as addressing new initiatives identified by the membership. This information, as well as, chapter survey reports, the analysis of the 2005 – 2010 Strategic Plan and the International Strategic Plan was used in the development of the draft Strategic Plan including the objectives, specific tasks, responsibility, timeline and financial impact.

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ALPHA KAPPA ALPHA SORORITY, INCORPORATED

MU KAPPA OMEGA CHAPTER

2013 – 2017

Strategic planning is a roadmap that allows us to examine our strengths, weaknesses, opportunities, and risks through a structured approach that begins with the mission of the organization. Using the organization's vision statement and guiding principles, an action plan is developed to address identified goals. 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.

KEY COMPONENTS IN DEVELOPING A STRATEGIC PLAN

- **Vision Statement** **The vision statement is a description of what an organization will look like if it succeeds in implementing its strategies and achieves its full potential.**
- **Guiding Principle** **Guiding principles establish the framework within which an organization will pursue its visions.**
- **Strategic Goals** **Strategic goals are long term organizational targets. They state what the organization plans to accomplish over the next several years.**
- **Action Plans** **The action plan is the guide to achieving strategic goals. It is a plan that includes what the organization is going to do, who is going to do it, and the time frame at which it will be done.**
- **Follow Up** **Follow up is the step that examines whether the organization achieved what it has planned. It measures the organization's success in executing action plans prior to starting the process again.**

MISSION STATEMENT

The members of Mu Kappa Omega Chapter of Alpha Kappa Alpha Sorority, Inc. shall cultivate high scholastic achievement, ethical standards and personal development while supporting family unity and implementing effective programs that positively impact the communities we serve.

VISION STATEMENT

Mu Kappa Omega Chapter of Alpha Kappa Alpha Sorority, Inc. will be a recognized sisterhood determined to positively impact the community through dedicated service.

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.
- **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.

ORGANIZATIONAL PROFILE AND HISTORY

Through the vision of Mu Kappa Omega's two charter members, Pamiel Gaskin and Delores Smith, and the dedication and diligence of a group of visionary sorors, the Missouri City chapter of Alpha Kappa Alpha Sorority, Inc. was formed. On June 28, 1978, before the 48th Boule, the chapter was chartered. The chartering ceremony was officiated by the South Central Regional Director, Soror Deralyn Riles Davis of Fort Worth, Texas. Forty-three reactivated sorors became charter members of Mu Kappa Omega.

The membership of this chapter includes talented and professional women who are dedicated to carrying on the traditions, ideas, and goals established by the founders. As community leaders, the women of Mu Kappa Omega Chapter have pooled their resources and talents to help improve the quality of life in Fort Bend County and the Houston metropolitan area.

OUR PURPOSE:

The Mu Kappa Omega Chapter Women, bonded in sisterly commitment to serve, focus on various projects that support Family Unity, Education, Health, the Arts, Economic Growth, and assistance to senior citizens and families in need.

The chapter successfully supports the International Program of Alpha Kappa Alpha Sorority, Incorporated. In addition as community leaders, the women of Mu Kappa Omega have pooled their resources and talents to help improve the quality of life in Fort Bend County. The chapter has awarded substantial annual scholarships to students in Fort Bend, Stafford and Houston Independent School Districts, recognized creative and talented students in area schools through an Annual Art, Creative Writing and Technology contest during Black History Month.

Mu Kappa Omega Chapter has continued to make Alpha Kappa Alpha "supreme in service to all mankind."

Charter Members

Claudia Anderson
Lillian Bourgeois
Lucy Bremond
Sylvia Burdette
Regina H. Carrington
Orbdella Clark
Laura Collins
Ada Cooper
Delores M. Duffy
Leola Edwards
Lillie Etienne
Tena Fanuiel
Gloria Franklin
Pamiel Gaskin*
Vanessa Gilmore
Normell W. Guyden
Carolyn Hamilton
Pamela Hobdy
Anna M. Holmes
Jewell T. Hunter
Sharon Lester

Lillian Lincoln
Melba M. Martell
Frankie Mason
Dottie Maxey
Betty Merrittee
Janice Munks
Brenda D. North
Julia Smith Nunn
Janet Odom
Rose Odom
Beverly Robinson
Sarah Simon
Carolyn Slater
Delores T. Smith*
Donna D. Smith
Marie Stovall
Margie Taylor
Pamela Taylor
Julia F. Thompson
Mary Traylor
Verstene Traylor
Alice M. Wallace

*Denotes Chapter Charter Originators

Alpha Kappa Alpha Sorority, Incorporated Mu Kappa Omega Chapter Strategic Planning Action Plan

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 of the Chapter and Organization.
2. Implement programs, activities and training that empower members to be leaders and increase membership involvement within the chapter, community, workplace and the international organization consistent with the mission to cultivate and encourage high scholastic standards and to help alleviate problems concerning women in order to improve their social stature.
3. Increase initiatives that encourage collaborative working relationships among the members and the community at large consistent with the mission and to be of service to all mankind.

Sisterly Relations & Ethics Goal

Develop and adopt 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; promote high ethical standards by providing oversight mechanisms that address major issues and/or problems.

Structure and Operations Goals

1. Maintain an efficient and effective Chapter governance structure and corresponding operations in support of an active volunteer membership.
2. Identify and utilize best practices from other chapters and/or non-profit membership organizations, consistent with their applicability to ensure that the Chapter 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.
3. Maintain an effective, ongoing chapter evaluation process, its needs relative to the mission of the organization and Chapter, achievement of strategic goals and objectives, and changes necessary to fully meet both.

Programs of Service Goal

Undertake program and service initiatives in support of the mission of the Organization and Chapter.

Finance and Sustainability Goals

1. Provide governance and plan for the future financial empowerment of the Chapter.
2. Provide funding for program, membership and operations.
3. Maintain a strong financial base for the Chapter.
4. Sustain and protect the Chapter's local bran and international image.

Membership Goal 1: Maintain and broaden a strong, unified, diverse, respectful and actively-involved membership of distinguished women consistent with the mission of the Chapter and Organization.

Objectives:	Specific Tasks:	Responsibility:	Financial Impact:	Timeline:	Bylaw Impact:
Objective A: Broaden and Diversify the Membership Base Annually.	1. Encourage members to present and/or support distinguished women with high ethical standards who possess qualities that can impact, enhance, and sustain the operation of the chapter.	Membership Committee, All Members	Increase Revenue to the Chapter.	Ongoing	None
	2. As needed, implement the Membership Intake Process (MIP) to recruit members who have the above qualities.	Basileus, Second Anti-Basileus, Membership Committee	Cost of MIP, Membership Budget	Ongoing	None
	3. Implement surveys or other technology to assist chapter with the task of evaluating the skills, backgrounds and professional interests that are needed in the chapter.	Basileus, Second Anti-Basileus, Membership Committee, Technology Committee, Standards Committee.	Cost of implementing and developing the survey and technology.	Ongoing	None
Objective B: Annually Activate and Retain the Membership Base by 80%.	1. Continue to encourage inactive members to join the chapter.	Basileus, Second Anti-Basileus, Membership Committee All Members.	Increase Revenue to the Chapter.	Ongoing	None
	2. Develop and provide a transitional program for members who transfer and/or reactivate to the chapter such as the Mentor or BRIDGES Program.	Basileus, Second Anti-Basileus, Membership Committee	Membership Budget	Ongoing	None

Membership Goal 1: Maintain and broaden a strong, unified, diverse, respectful and actively-involved membership of distinguished women consistent with the mission of the Chapter and Organization.

Objectives:	Specific Tasks:	Responsibility:	Financial Impact:	Timeline:	Bylaw Impact:
Objective B: Annually Activate and Retain the Membership Base Involvement by 80%	3. Execute the New Member Orientation Program at least twice a year.	Basileus, Second Anti-Basileus, Membership Committee	Membership Budget	Ongoing	None
	4. Provide Sisterly Relations activities for all members but focus on transferring and reactivating members.	Second Anti-Basileus, Membership Committee	Membership Budget	Ongoing	None
	5. Develop an inactive member database that is user friendly, easy to navigate, and linked to the chapter website; use online communication links to provide opportunities for participation in functions as appropriate.	Basileus, Second Anti-Basileus, Membership Committee, Technology Committee	Increase Revenue to Chapter; Cost of revising website and developing data base.	2013 and Ongoing	None
	6. Provide instructions and recommendations on how the databases should be used.	Second Anti-Basileus, Membership Committee, Technology Committee	Cost to implement, develop and share the instructions and recommendations.	2013 and ongoing	None
Objective C: Increase and Improve Communication Within The Membership	1. Continue to implement, enhance and maintain the chapter website, Member Clicks; Weekly Messages, Phone Tree and AKALADES	Basileus, Technology Committee, Membership Committee, Epistoleus, Hodegos, All Members	Chapter Assessments	Ongoing	None

Membership Goal 1: Maintain and broaden a strong, unified, diverse, respectful and actively-involved membership of distinguished women consistent with the mission of the Chapter and Organization.

Objectives:	Specific Tasks:	Responsibility:	Financial Impact:	Timeline:	Bylaw Impact:
Objective C: Increase and Improve Communication Within The Membership	2. Use the chapter 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.	Basileus, Second Anti-Basileus, Membership Committee, Technology Committee, Standards Committee, All Members	None	Ongoing	None
Objective D: Annually Implement programs that empower and encourage members to respect all members' abilities, disabilities, experiences and needs.	1. Enhance Chapter website and the use of other technology to address the needs and challenges of disabled members while continuing to provide alternative means of keeping those populations informed and engaged.	Membership Committee, Technology Committee, Executive Board, All Members Chapters	Cost of enhancing websites.	2013 and ongoing	None
	2. Create programs designed to retain, increase participation and address the needs of all members.	Membership Committee, Technology Committee, All Members.	Cost of developing and implementing new programs.	2013 and ongoing	None
	3. Establish and promote a "signature" program or event. This may be dictated by the Corporate Office or current administration.	Basileus, Program Committee, All Members.	Cost of developing, communicating and implementing a signature program.	2013 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 of the Chapter and Organization.

Objectives:	Specific Tasks:	Responsibility:	Financial Impact:	Timeline:	Bylaw Impact:
Objective D: Annually Implement programs that empower and encourage members to respect all members' abilities, disabilities, experiences and needs.	4. Increase virtual meetings such as Webinars for use by committees; develop a model to assist committee chairmen to utilize technology to reduce the length of meetings.	Basileus, Membership Committee, Technology Committee, Committee Chairmen	Cost of developing new models and training documents.	2013 and ongoing	None
Objective E: Increase Initiatives to Reduce the Generation Gap	1. Continue to involve members of all age groups in leadership positions within chapter.	Basileus	None	Ongoing	None

Membership Goal 2: Implement programs, activities and training that empower members to be leaders and increase membership involvement within the chapter, community, workplace and the international organization consistent with the mission to cultivate and encourage high scholastic standards and to help alleviate problems concerning women in order to improve their social stature.

Objectives:	Specific Tasks:	Responsibility:	Financial Impact:	Timeline:	Bylaw Impact:
Objective A: Create a framework for the merger of all leadership training and development initiatives under the umbrella of the Leadership Development Committee.	1. Revise the leadership development retreat and the leadership development committee to coordinate all training and activities.	Basileus, Leadership Development Chairman	Cost to implement.	2013 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.	Basileus, Leadership Development Committee	Cost to implement	2013 and ongoing	None
	3. Continue to assess the training needs of the members and establish training tracks to address those needs, such as: a. leadership development training; b. operational training that addresses topics such as chapter operations, chapter officer training, finance, membership, strategic planning, program development and other areas of need; c. refresher training for reactivated and transitional members; d. retention training that assists members to maintain active membership; and e. focused training such as courses which assist entrepreneurs and members to excel in the workplace, cultivate and prepare leaders for elective office, promote civic advocacy, address the needs of all members.	Basileus, Leadership Development Committee, Membership Committee	Cost to implement. Leadership Development Budget, Membership Budget	2013 and ongoing	None

Membership Goal 2: Implement programs, activities and training that empower members to be leaders and increase membership involvement within the chapter, community, workplace and the international organization consistent with the mission to cultivate and encourage high scholastic standards and to help alleviate problems concerning women in order to improve their social stature.

Objectives:	Specific Tasks:	Responsibility:	Financial Impact:	Timeline:	Bylaw Impact:
Objective A: Create a framework for the merger of all leadership training and development initiatives under the umbrella of the Leadership Committee.	6. Continue to develop, update, schedule, provide and evaluate leadership training for officers, committee chairmen and members.	Basileus, international Leadership Development Committee, Standards Committee	Cost to implement	2013 and ongoing	None
	7. Continue to review the credentials of prospective candidates for chapter officers. Provide New Officer and Committee Chairmen training to new members of the Executive Board and/or candidates.	Basileus, Leadership Development Committee, Nominating Committee	None	2013 and ongoing	None

Membership Goal 3: Increase initiatives that encourage collaborative working relationship among the members and the community at large consistent with the mission and to be of service to all mankind.

Tactical Objectives:	Specific Tasks:	Responsibility:	Financial Impact:	Timeline:	Bylaw Impact:
Objective A: Increase collaboration of activities and programs between the members and members of other local chapters.	1. Promote and participate in joint graduate activities.	Basileus, Program Committee, Membership Committee, Chapter Members.	Cost of promoting and implementing publications with models for joint activities.	2013 and ongoing	None
	2. Evaluate the use and effectiveness of the collaborations and obtain feedback from members utilizing surveys and other technology.	Membership Committee, Standards Committee, Technology Committee, Chapter Members	Cost of developing and implementing evaluation mechanisms on the website.	2013 and ongoing	None
Objective B: Continue to increase the activities of and involvement in the Pan- Hellenic Council.	1. Continue Chapter's membership in the local Pan Hellenic organization that adheres to best practices.	Basileus, Chapter members.	Organization and Chapter Costs of collaboration efforts.	2013 and ongoing	None
Objective C: Increase potential opportunities and continue existing opportunities with other organizations.	1. Identify and establish relationships with organizations utilizing best practices that are compatible with the Chapter's mission and vision.	Basileus, Program Committee, Chapter Members	None	2013 and ongoing	None

Sisterly Relations and Ethics Goal: Develop and adopt 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; promote high ethical standards by providing oversight mechanisms that address major issues and/or problems.

Objectives:	Specific Tasks:	Responsibility:	Financial Impact:	Timeline:	Bylaw Impact:
<p>Objective A: Continue to encourage and enhance sisterly relations, increase active involvement, friendship and unity within the membership.</p>	<p>1. Utilize modern methods of communication, as well as traditional means, to insure that as many members as possible are engaged in the effort to improve and enhance sisterly relations, promote friendship, and strengthen the unity of the chapter.</p>	<p>Basileus, Technology Committee, Membership Committee</p>	<p>None</p>	<p>2013 and ongoing</p>	<p>None</p>
	<p>2. Utilize a portal or link in Memberclicks which would allow members the opportunity to provide timely sisterly feedback on specific issues or concerns as identified and authorized by the Basileus and/or the Executive Board and as consistent with civil discourse protocols for responsible online communications.</p>	<p>Basileus, Executive Board, Membership Committee, Technology Committee</p>	<p>None</p>	<p>2013 and ongoing</p>	<p>None</p>
	<p>3. Continue to enhance and promote the online Community Forum (Bulletin Board) section in Memberclicks that provides members with the ability to communicate and network with each other with regard to mentoring opportunities, employment, business, education, and similar opportunities.</p>	<p>Membership Committee, Technology Committee</p>	<p>None</p>	<p>2013 and ongoing</p>	<p>None</p>

Sisterly Relations and Ethics Goal: Develop and adopt 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; promote high ethical standards by providing oversight mechanisms that address major issues and/or problems.

Objectives:	Specific Tasks:	Responsibility:	Financial Impact:	Timeline:	Bylaw Impact:
Objective B: Continue to encourage and enhance sisterly relations, active involvement, friendship and unity within the membership.	1. Monitor, test and provide for continuing evaluation of the effectiveness of the online Community Forum by developing short surveys or other interactive mechanisms that allow for timely feedback from Sorors utilizing the website and databases and promote its use by providing a link on Chapter website and by promoting it in the AKAlades.	Basileus, Membership Committee, Technology Committee, Epistoleus, All Sorors.	None	2013 and ongoing	None
	2. Review administrative and access controls for coordinating the online Community Forum.	Membership Committee, Technology Committee, All Sorors.	None	2013 and ongoing	None
Objective C: Comply with the Soror Code of Ethics	1. Continue to inform members about the Soror Code of Ethics through chapter meetings, workshops and leadership retreats, and online education, the chapter website and/or other technology. 2. Include and/or reference the Soror Code of Ethics as part of the Manual of Standard Procedure, End of the Year assessment, Membership Intake	Basileus, Executive Board, Membership Committee, Standards Committee, Technology Committee Membership Committee, Standards Committee, Epistoleus	None None	2013 and ongoing 2013 and ongoing	None None

Sisterly Relations and Ethics Goal: Develop and adopt 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; promote high ethical standards by providing oversight mechanisms that address major issues and/or problems.

Objectives:	Specific Tasks:	Responsibility:	Financial Impact:	Timeline:	Bylaw Impact:
Objective C: Comply with the Soror Code of Ethics	<p>Process materials and MVP criteria in <i>The AKAlades</i>.</p> <p>3. Include the Soror Code of Ethics as a part of chapter leadership development and also provide education through website and other means of communications.</p>	Membership Committee, Leadership Development Committee, Standards Committee	None	2013 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 the applicability of the Code to specific situations.	Membership Committee, Standards Committee, Technology Committee,	Member users assessment	2013 and Ongoing	None
Objective D: Continue to comply with the Code of Conduct and the Code of Ethics.	1. Continue to include the Code of Conduct (refer to the Manual of Standard Procedures) as a part of Officers and Committee Chairmen leadership training.	Basileus, Leadership Development Committee, Standards Committee	Costs associated with the meeting.	2013 and ongoing	None

Sisterly Relations and Ethics Goal: Develop and adopt 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; promote high ethical standards by providing oversight mechanisms that address major issues and/or problems.

Objectives:	Specific Tasks:	Responsibility:	Financial Impact:	Timeline:	Bylaw Impact:
Objective E: Provide to the membership the ALPHA KAPPA ALPHA Sisterly Reconciliation Process document.	1. Upon receipt of the document, study the feasibility of establishing a reconciliation/mediation committee which serves as an independent body that has both appointed and elected members in a network of Sorors who are trained in conflict resolution. This will be dictated by the Corporate office.	Basileus, Executive Board, Standards Committee	The cost of developing a new committee and creating and implementing a new process. The cost of revising manuals and organizational documents, of publishing in <i>The AKALADES</i> and updating the Chapter web site.	2013 and ongoing	Pending
	2. On or before the established deadline, comply with the national policy requiring use of the Alpha Kappa Alpha Arbitration Program and encourage members to use the Alpha Kappa Alpha Mediation Tool as well as other sisterly reconciliation methods developed for members to resolve concerns about the Sorority, its members or its leadership.	All Members	The cost of revising the Policy and Procedures Manual and updating the web site.	2013 and ongoing	Pending
	3. Educate the membership on the national policy requiring the use of the Alpha Kappa Alpha Arbitration Program, the Alpha Kappa Alpha Mediation Tool and the Alpha Kappa Alpha Sisterly Reconciliation Process which includes additional steps to	Basileus, Leadership Development Committee, Chapter officers, Standards Committee.	The cost of printing the developed process and distributing it to the members. The cost of revising the Policy and Procedures Manual.	2014	Pending

Sisterly Relations and Ethics Goal: Develop and adopt 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; promote high ethical standards by providing oversight mechanisms that address major issues and/or problems.

Objectives:	Specific Tasks:	Responsibility:	Financial Impact:	Timeline:	Bylaw Impact:
	resolve conflicts prior to mediation or arbitration.				
Objective E: Provide to the membership the ALPHA KAPPA ALPHA Sisterly Reconciliation Process document.	4. Promote and distribute the Alpha Kappa Alpha Arbitration Program, the Alpha Kappa Alpha Mediation Tool and any pre-mediation/arbitration and sisterly reconciliation programs to all members through the chapter website, <i>The AKALADES</i> and other Chapter documents.	Basileus Reconciliation/Mediation Committee), Officers	None	2014	Pending
	5. Continue to educate the membership on the use of the Alpha Kappa Alpha Arbitration Program, the Alpha Kappa Alpha Mediation Tool and any pre-arbitration/mediation and sisterly reconciliation programs during the MIP chapter orientation, MIP process, chapter leadership training, New Member Orientation, End of Year assessment and/or other meetings.	Basileus Reconciliation/Mediation committee, Leadership Development Committee	The cost of printing and distributing the documents it to members and chapters. The cost of trainings.	2014 and ongoing	Pending
	6. Include the Alpha Kappa Alpha Arbitration Program and the Alpha Kappa Alpha Mediation Tool in the Manual of Standard Procedure and/or	Basileus, Reconciliation/Mediation committee, Leadership Development Committee	The cost of printing the developed process and distributing it to members and chapters.	2014 and ongoing	Pending

Sisterly Relations and Ethics Goal: Develop and adopt 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; promote high ethical standards by providing oversight mechanisms that address major issues and/or problems.

Objectives:	Specific Tasks:	Responsibility:	Financial Impact:	Timeline:	Bylaw Impact:
	other organizational documents as appropriate.				

Structure and Operations Goal 1: Maintain an efficient and effective corporate governance structure and corresponding office operations in support of an active volunteer membership.

Objectives:	Specific Tasks:	Responsibility:	Financial Impact:	Timeline:	Bylaw Impact:
A. Review the authority and specific responsibilities of all officers and committees.	1.Extract information from the Constitution and Bylaws, Manual of Standard Procedure, membership manuals, rituals, handbooks and documents as appropriate to delineate the authority and specific responsibilities of the officers, the Executive Board (individually and collectively), and the committees; include citations to the authorizing documents.	Officers, Committee Chairmen and Committees	None	2013 and ongoing	Pending
	2. As needed, revise descriptive documents that include a detailed organizational chart; generally applicable dates and deadlines. Publish and distribute in print, web materials, or other on-line digests or compilations.	Officers, Committee Chairmen and Committees	Cost to implement.	2013 and ongoing	Pending
B. Set forth the specific obligations of the chapter, committees, and individual members and their responsibilities as part of an interactive team for effective management of the Sorority.	Extract information from the Constitution and Bylaws, Manual of Standard Procedure, membership manuals, and other documents.	Officers, Committee Chairmen and Committees	Cost to implement.	2013 and ongoing	Pending

Structure and Operations Goal 1: Maintain an efficient and effective corporate governance structure and corresponding office operations in support of an active volunteer membership.

Objectives:	Specific Tasks:	Responsibility:	Financial Impact:	Timeline:	Bylaw Impact:
C. Communicate the information on the delineated authority and responsibilities to officers, committee chairmen and other members.	Include information, as appropriate, in the <i>Manual of Standard Procedure</i> thus providing an at-a-glance digest (précis) that can facilitate understanding by its users.	Officers, Committee Chairmen and Committees	Cost to implement.	2013 and ongoing	Pending
D. Utilize the technologies necessary to ensure effective and efficient communication among all components of the chapter.	Develop and integrate an Information Technology Plan into the implementation of the strategic plan.	Officers, Technology Committee, Strategic Planning Committee.	Cost to implement.	2013 and ongoing	None
E. 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.	1. Conduct an assessment of the chapter operations and procedures used.	Basileus, Tamiouchos, Strategic Planning Committee	Cost to implement.	2013 and ongoing	None
	2. Allocate the appropriate resources including financial, necessary to provide services in support of mission.	Basileus, Executive Board, Finance Committee	Cost to implement.	2013 and ongoing	None

Structure and Operations Goal 2: Utilize best practices from chapters and/or non-profit membership organizations, consistent with their applicability to ensure that the chapter 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.

Objectives:	Specific Tasks:	Responsibility:	Financial Impact:	Timeline:	Bylaw Impact:
A. Utilize experience of other similarly structured nonprofit organizations to identify best practices that may be implemented in support of the chapter’s mission and structure as a sisterhood.	1. Identify other nonprofit organizations that are membership based organizations that have been recognized for best practices.	Basileus, Executive Board, Strategic Planning Committee	Cost to Implement	2013 and ongoing	None
	2. 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.	Basileus, Executive Board, Strategic Planning Committee	Cost to Implement	2013 and ongoing	Pending
	3. Adopt and integrate the best practices to enhance current and future operations and move the chapter to the highest level of operational efficiency and effectiveness.	Basileus, Executive Board, Strategic Planning Committee	Cost to Implement	2013 and ongoing	Pending

Structure and Operations Goal 2: Utilize best practices from chapters and/or non-profit membership organizations, consistent with their applicability to ensure that the chapter 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.

Structure and Operations Goal 3: Maintain an effective, ongoing chapter evaluation process, its needs relative to the mission of the organization and chapter, achievement of strategic goals and objectives, and any changes necessary to fully meet both.

Objectives:	Specific Tasks:	Responsibility:	Financial Impact:	Timeline:	Bylaw Impact:
A. Review the established Mission and its continuing relevance to the members and the community we serve.	In conjunction with the design of a proposed program, each new administration should conduct a review of the Mission of the Sorority.	Basileus, Executive Board, Strategic Planning Committee, Members	Cost to implement.	2013 and ongoing	None
B. Review the Vision and its continuing value and connection to the Mission.	In conjunction with the design of a proposed program, each new administration should conduct a review of the Mission and Vision of the Sorority.	Basileus, Executive Board, Strategic Planning Committee, Members	Cost to implement.	2013 and ongoing	None
C. Relate the Guiding Principles, Strategic Goals, and administration Program Plans to the Vision and Mission.	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.	Basileus, Executive Board, Strategic Planning Committee, Members	Cost to implement.	2013 and ongoing	None
D. Align the Resources (financial and human) available to the organization & the most effective use of the resources in support of the mission and strategic plan.	Assess resources available and allocate appropriately to address objectives, and tasks as outlined in the strategic plan and in keeping with the chapter's mission.	Basileus, Executive Board, Tamiouchos, Finance Committee, Strategic Planning Committee	Cost to implement	2013 and ongoing	None

Programs of Service Goal: Undertake program and service initiatives in support of the mission of the Organization and Chapter.

Objectives:	Specific Tasks:	Responsibility:	Financial Impact:	Timeline:	Bylaw Impact:
Objective A: Annually Offer programs of service locally.	1. Design signature program(s) of service that reflect the organization and chapter's missions.	Basileus, Anti-Basileus, Program Committee	Cost to implement	2013 and ongoing	None
	2. Present the program at chapter meetings, Leadership Conference, Officer and Committee Chairmen training and other meetings.	Basileus, Anti-Basileus, Program Committee	Cost to implement	2013 and ongoing	None
Objective B: Annually Implement Programs of Service.	1. Implement programs of service that reflect the organization and chapter's missions and relate to the communities of interest served by the membership.	Basileus, Anti-Basileus, Program Committee, All Members	Cost to implement.	2013 and ongoing	None
	2. Utilize the International Program Resource Guide and other educational or training materials that provide information on implementation and adaptation of International program initiatives to local needs.	Basileus, Anti-Basileus, Program Committee, All Members	Cost to implement	2013 and ongoing	None

Objectives:	Specific Tasks:	Responsibility:	Financial Impact:	Timeline:	Bylaw Impact:
	3. Distribute the International Program Resource Guide and other information to the appropriate committee members.	Basileus, Anti-Basileus, Program Committee	Cost to implement	2013 and ongoing	None

Finance and Sustainability Goal 1: Provide governance and plan for the future financial empowerment of the chapter.

Objectives:	Specific Tasks:	Responsibility:	Financial Impact:	Timeline:
Objective A: Continue and Expand the Development of Substantial Financial Funds.	1. Continue to give above the mandated EAF annual chapter contribution.	Basileus, Tamiouchos, Finance Committee, All Members	None	2013 and ongoing
	2. Continue annual fund raising initiative(s) in partnership with the chapter's non-profit organization, other organizations and/or entity.	Basileus, Tamiouchos, Finance Committee, Ways and Means Committee, All Members	Provide financial stability to the operations of the chapter and scholarship donation.	2013 and ongoing
	3. Organize an investment committee to develop an investment plan.	Basileus, Executive Board, Tamiouchos, Finance Committee	Provide future financial stability to the operations of the Chapter.	2013 and ongoing
Objective B: Maintain and Promote the Chapter Assessments.	1. Assess the current financial and programmatic status of chapter assessments.	Basileus, Executive Board, Finance Committee, JFT Board Members	None	2013 and ongoing

Finance and Sustainability Goal 1: Provide governance and plan for the future financial empowerment of the chapter.

Objectives:	Specific Tasks:	Responsibility:	Financial Impact:	Timeline:
Objective C: Maintain and Promote the Chapter Charitable Giving	1. Identify other foundations or organizations as donors to Julia Faye Thompson, Inc. (JFT) activities. 2. Identify partners for chapter charitable endeavors.	Basileus, JFT President, Executive Board, and JFT Board Members, all members All Members	None None	2013 and ongoing 2013 and ongoing
Objective D: Develop a Fund Development Strategy	1. Research fund development mechanisms to designate Mu Kappa Omega programming and scholarships.	Finance Committee, Investment Committee, JFT Board Members and Officers	Provide funding sources for the Chapter's programs.	2013 and ongoing

Finance and Sustainability Goal 2: Provide funding for program, membership and operations.

Objectives:	Specific Tasks:	Responsibility:	Financial Impact:	Timeline:	Bylaw Impact:
Objective A: Continue and Expand the Development of Substantial Financial Funds.	1. Continue to give above the mandated EAF annual chapter contribution.	Basileus, Tamiouchos, Finance Committee, All Members	None	2013 and ongoing	None
	2. Continue annual fund raising initiative(s) in partnership with the chapter's non-profit organization, other organizations and/or entity.	Basileus, Tamiouchos, Finance Committee, Ways and Means Committee, All Members	Provide financial stability to the operations of the chapter and scholarship donation.	2013 and ongoing	None
	3. Organize an investment committee to develop an investment plan	Basileus, Executive Board, Tamiouchos, Finance Committee	Provide future financial stability to the operations of the Chapter.	2013 and ongoing	None

Finance and Sustainability Goal 2: Provide funding for program, membership and operations.

Objectives:	Specific Tasks:	Responsibility:	Financial Impact:	Timeline:	Bylaw Impact:
Objective B: Maintain and Promote the Chapter Assessments.	1. Assess the current financial and programmatic status of chapter assessments.	Basileus, Executive Board, Finance Committee, JFT Board Members	None	2013 and ongoing	None
Objective C: Maintain and Promote the Chapter Charitable Giving	1. Identify other foundations or organizations as donors to Julia Faye Thompson, Inc. (JFT) activities.	Basileus, JFT President, Executive Board, and JFT Board Members, all members	None	2013 and ongoing	None
	2. Identify partners for chapter charitable endeavors.	All Members	None	2013 and ongoing	None
Objective D: Develop a Fund Development Strategy	1. Research fund development mechanisms to designate Mu Kappa Omega programming and scholarships.	Finance Committee, Investment Committee, JFT Board Members and Officers	Provide funding sources for the Chapter's programs.	2013 and ongoing	None

Finance and Sustainability Goal 2: Provide funding for program, membership and operations.

Objectives:	Specific Tasks:	Responsibility:	Financial Impact:	Timeline:	Bylaw Impact:
Objective A: Undertake Joint Chapter and JFT Fund-Raising Activities	1. Encourage members to co-sponsor joint fundraising activities. Obtain donations and corporate support from local community.	All Members	None	2013 and ongoing	None
Objective B: Pursue Governmental and Corporate Funding to Support the National and Chapter Programs	1. Complete grant applications and submit proposal for funding as specified in Federal Register or as specified by the foundation, corporate entity, state or local agency.	Program Committee, Members	None	2013 and ongoing	None
	2. Obtain listing of grant opportunities and partnership agreements.	Program Committee, Members	None	2013 and ongoing	None

Finance and Sustainability Goal 3: Maintain a strong financial base for the Chapter.

Objectives:	Specific Tasks:	Responsibility:	Financial Impact:	Timeline:	Bylaw Impact:
Objective A: Investigate Ways to Reduce Operating Costs and Increase Revenue	1. Continue to provide liability insurance coverage.	Finance Committee	Insurance cost	2013 and ongoing	None
	2. Annually evaluate potential logistics cost savings.	Executive Board, Finance Committee, Membership Committee, Program Committee, Logistics Chairman, Leadership Committee	Operational savings	2013 and ongoing	None
	3. Provide interim reporting to the membership on operating budget and expenses.	Finance Committee	Potential cost reduction	2013 and ongoing	None

Objectives:	Specific Tasks:	Responsibility:	Financial Impact:	Timeline:	Bylaw Impact:
Objective B: Assure Integrity of Operations in Addressing Effective Ways to Reduce Operating Costs and Increase Revenue	1. Assess functions and activities of the Executive Board and the Chapter and provide transparency, as appropriate, in reporting to ensure prudent stewardship of Chapter funds.	Executive Board, Finance Committee.	Cost to implement	2013 and ongoing	None

Finance and Sustainability Goal 4: Sustain and protect the Chapter’s local brand and international image.

Objectives:	Specific Tasks:	Responsibility:	Financial Impact:	Timeline:	Bylaw Impact:
Objective A: Develop a Comprehensive Marketing and Public Relations Plan for Reaching Current Members, Future Members, Potential Funding Sources, and the General Public.	1. Update community partners on the success of projects they sponsored through the AKAlades, website and other means.	Public Relations Committee, Program Committee	Cost to implement	2013 and ongoing	None
	2. Provide regular and periodic releases to news print and media features highlighting successful programs and projects.	Public Relations Committee, Program Committee	None	2013 and ongoing	None
	3. Send press releases on members’ noteworthy accomplishments.	Public Relations Committee, Program Committee	None	2013 and ongoing	None

Finance and Sustainability Goal 4: Sustain and protect the Chapter’s local brand and international image.

Objectives:	Specific Tasks:	Responsibility:	Financial Impact:	Timeline:	Bylaw Impact:
<p>Objective B: Utilize the Technologies Necessary to Effectively Implement the Marketing and Public Relations Plan Using All Appropriate Forms of Print and Electronic Media</p>	<p>1. Invite media to chapter community service events.</p>	<p>Basileus, Public Relations Committee</p>	<p>Cost to implement</p>	<p>2013 and ongoing</p>	<p>None</p>
	<p>2. Maintain and continually update chapter’s website.</p>	<p>Executive Board, Technology Committee</p>	<p>Cost to implement</p>	<p>2013 and ongoing</p>	<p>None</p>
	<p>3. Provide funding for leadership training initiatives.</p>	<p>Basileus</p>	<p>Cost to implement</p>	<p>2013 and ongoing</p>	<p>None</p>

Finance and Sustainability Goal 4: Sustain and protect the Chapter’s local brand and international image.

Objectives:	Specific Tasks:	Responsibility:	Financial Impact:	Timeline:	Bylaw Impact:
Objective C: Protect the Chapter’s Intangible Assets and Intellectual Property (trademark and copyright), Obtaining Licensing Fees	1. Continue assessment of the Chapter’s intellectual property position.	Basileus, Executive Board, Technology Committee.	None	2013 and ongoing	None