



DELTA SIGMA THETA SORORITY, INCORPORATED

NATIONAL STRATEGIC PLAN

2021-2026

NATIONAL BOARD OF DIRECTORS | APPROVED JULY 24, 2021

Presented at the 55th National Convention in Atlanta, Georgia



DELTA SIGMA THETA SORORITY, INCORPORATED

1. Signature Page

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Chair, National Strategic Planning Committee

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National First Vice President
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Date



DELTA SIGMA THETA SORORITY, INCORPORATED

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My Dear Sorors,

In partnership with the National Executive Committee and the National Board of Directors, I am excited to present our 2021-2026 five-year strategic plan, ***“Our Past, Our Present, Our Future – Transforming Communities and Changing Lives.”***

This national plan honors our past, respects our present, and guides the future of Delta Sigma Theta Sorority, Incorporated. As Grand Chapter gathers at the 55th National Convention in Atlanta, Georgia and welcomes more than 20,000 members, the hybrid nature of our convening is yet another signal of a changing world and the ways in which our service to the broader community will evolve and expand over the next five years with focus, innovation, and clarity. The plan is extraordinary in its development **and** its foundation – the Sorority’s Five-Point Programmatic Thrust. It is designed to produce results and impact in each of five priorities: **Organizational Health, Social Action, Community Impact, Empowerment of Women and Girls, and Appreciation of Our Culture.**

Many thanks to our Strategic Planning Committee under the leadership of its current and past Chairs, Sorors Charlene Dukes and Rosie Allen Herring for their incredible work and the dedication it took to get this long-awaited plan completed. I am proud to say that we had the full participation of our Board of Directors, Past National Presidents and Headquarters staff to ensure their insights and perspectives were considered in this document. This plan of action for our next five years was truly a team effort.

My journey as your National President & CEO has been remarkable! I thank you for your steadfast followship in support of our beloved sisterhood. In the words of Honorary Member Dr. Mary McLeod Bethune, “I leave you hope...toward winning a more abundant and secure life” for the communities we serve as a continuing testament to the vision of our twenty-two Founders.

With Delta love and gratitude,

A handwritten signature in black ink that reads "Beverly Evans Smith". The signature is fluid and cursive.

Beverly Evans Smith

NATIONAL PRESIDENT & CEO



Beverly E. Smith
National President & CEO

Cheryl A. Hickmon
National First Vice President

Diamond Compton
National Second Vice President

Elsie Cooke-Holmes
National Secretary

Pamela R. Hill
National Treasurer

Dorcas E. Washington
Executive Director



Delta Sigma Theta Sorority, Inc.
has evolved into a global
powerhouse for service,
scholarship, and social action

2. Introduction

2.1. Executive Summary

Delta Sigma Theta Sorority, Incorporated is a non-profit organization whose purpose is to aid and support, through established programs, local communities throughout the world since our founding in 1913 by 22 college-educated women at Howard University. As our ranks have increased and grown to more than 300,000 women, sisterhood remains our foundation, allowing Delta to spread its roots and blossom into an organization that is exceedingly and abundantly more than our Founders could have imagined. The purpose of this Strategic Plan is to ensure compliance with Constitution and Bylaws, Article VI, Section 3, A.3 and Article VII, Section 1, P.2 to “develop, implement, and report to Grand Chapter a five-year strategic plan and recommend the priorities for the Sorority’s biennium.” The plan provides the strategic framework and structure to guide the goals, objectives, actions, activities, and measures of success that support our mission and goals. The plan will remain a living document and will be reviewed and updated as needed annually.





**Our Past, Our Present, Our Future
—Transforming Communities
and Changing Lives.**

The Five-Year Strategic Plan is undergirded by the Five-Point Programmatic Thrust, which is the genesis of the “impact through service” mantra that defines the contributions of the Sorority throughout the world. The Strategic Plan represents the next opportunity to define the focus and actions that will guide Delta Sigma Theta Sorority, Incorporated for the next five years – 2021-2026.

The Process

The Strategic Planning Committee developed a series of deliberate and focused steps that resulted in the culmination of this document – *“Our Past, Our Present, Our Future – Transforming Communities and Changing Lives.”*

Research

The Committee undertook an analysis of previous plans, the sorority’s governing documents, and Corporate Reports. A four-phased approach was leveraged to conduct benchmarking research: (1) defining the specific activities and areas to study, (2) identifying criteria and candidates to include within the peer group, (3) conducting research and analysis, and (4) reporting the results. The approach focused on data gathering to determine how similar organizations create, implement, and measure the effectiveness of their organization’s strategy. Ultimately, this research led to the creation of key questions and a survey administered to selected participants.

Strength, Weaknesses, Opportunities, Threats (SWOT) Analysis

Former and current members of the National Board of Directors participated in a SWOT analysis, sharing from their individual and collective experiences, responses to the strengths and weaknesses (defined as growth points) and opportunities and threats for the organization. The information gathered was valuable to the development of surveys, benchmarking analysis, and direction of the plan.

Interviews


The recommended actions represent the voices, experiences, and visions of the Executive Board and the National Board of Directors, inclusive of the Past National Presidents, Committees and Commissions, Regional Directors, Regional Representatives, National Headquarters (NHQ) Leadership, and Headquarters' directors who oversee key program and operational components of the Sorority. Selected participants responded to surveys and engaged in follow-up interviews to clarify responses, ascertain additional information, and provide overarching perspectives regarding the Sorority's future. Others were asked to participate in informal conversations and respond to key questions based on strategic themes.

Moving Forward

Each of these steps contributed to the development of the Strategic Plan, which will allow the Board, regions, and chapters to customize components of the plan and fit them to the needs that exist within their spheres of influence and the communities served by the organization. The plan, while flexible in implementation, encourages all levels of the organization to hold "Community Impact" as the one priority that will be spotlighted throughout the entire five years. Service is the hallmark of Delta Sigma Theta Sorority, Incorporated, and measuring our impact for this priority will be paramount to build communities and signal "service well done." Additionally, the plan is intended to provide agility to permit focus on all five priorities or a few based on a national initiative, a regional effort, or a chapter need.

Performance Metrics

The National and Regional Leadership, Committees and Commissions, and Chapter Executive Boards shall be responsible for prioritizing objectives and establishing target dates within the five years of the plan. While the plan is designed to provide flexibility, community impact shall be the one priority that must be consistent across all areas of the Sorority – nationally, regionally, and locally – and in all five years of the plan. The Strategic Planning Committee shall partner with the Executive Committee and the National Board of Directors to confirm



For more than 108 years,
members have rendered
countless hours of service to uphold
Delta's mission of advancing humanity
through service in our communities.

that all metrics are measurable, attainable, and comply with required reporting standards throughout the organization. The intent is to increase impact and report the results annually to the communities we serve and throughout the organization.

2.2. Background

About Delta Sigma Theta Sorority, Incorporated (Yesterday, Today, Tomorrow)

Delta Sigma Theta Sorority, Incorporated was founded on January 13, 1913 by 22 collegiate women at Howard University to promote academic excellence and help those in need, particularly in the Black community. For more than 108 years, our members have rendered countless hours of service to uphold Delta's mission of advancing humanity through service in our communities; thus, creating and achieving major accomplishments, significant milestones, historic occasions, and a passion to serve and preserve our legacy.

The Sorority is a sisterhood of more than 300,000 women with 1061 chapters located in the United States, England, Japan (Tokyo and Okinawa), Germany, the Virgin Islands, Bermuda, the Bahamas, Jamaica, Republic of Korea, Abu Dhabi, Southern Africa, and West Africa.

2.2.1. Mission

Delta Sigma Theta Sorority, Incorporated is an organization of college educated women committed to the constructive development of its members and to public service with a primary focus on the Black community.

2.2.2. Purpose

Delta Sigma Theta Sorority, Incorporated is a private, not-for-profit organization whose purpose is to provide assistance and support through established programs in local communities throughout the world. Since its founding, more than 300,000 women have joined the organization.

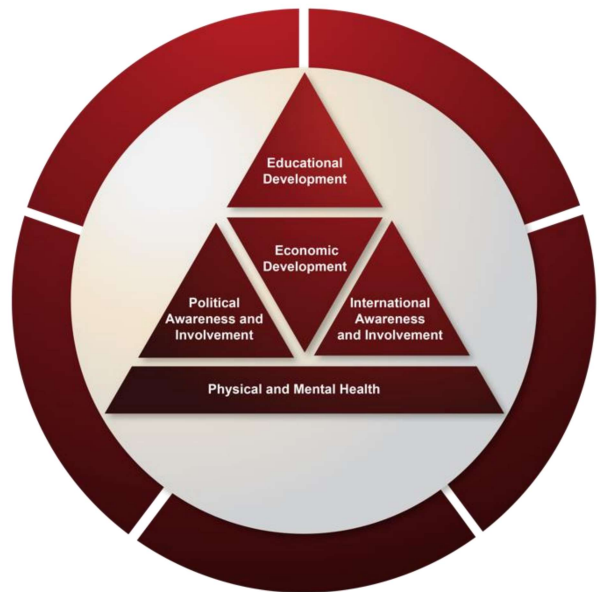
Delta Sigma Theta Sorority, Inc. has clearly distinguished itself as a public service organization that boldly confronts the challenges of African Americans and, hence, all Americans. Over the years, a wide range of programs addressing education, health, international development, and strengthening of the African American family have evolved. In realizing its mission, Delta Sigma Theta Sorority, Inc. provides an extensive array of public service initiatives.



EASTERN	FARWEST	MIDWEST	SOUTH ATLANTIC	SOUTHERN	SOUTHWEST
Arabian Gulf Germany U.S. Virgin Islands (St. Croix and St. Thomas)Southern Africa West Africa	Japan (Tokyo and Okinawa) Republic of Korea	Canada	Bermuda	The Bahamas	Jamaica

Five-Point Programmatic Thrust:

- ▶ Educational Development
- ▶ Economic Development
- ▶ International Awareness and Involvement
- ▶ Physical and Mental Health
- ▶ Political Awareness and Involvement



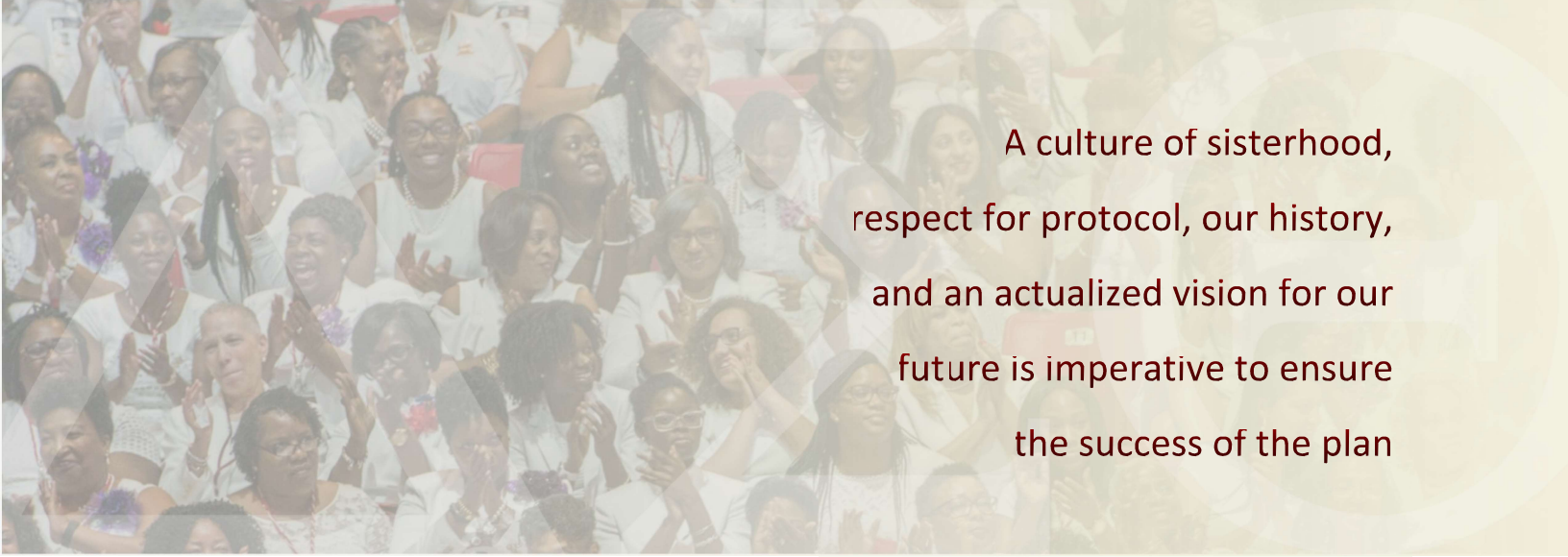


The Strategic Planning Committee shall consist of members and a chair appointed by the National President.

2.3. Role of Strategic Planning Committee

As per our National Constitution and Bylaws, the Strategic Planning Committee shall consist of members and a chair appointed by the National President. It shall be the duty of the Strategic Planning Committee to:

- a) **develop, implement, and report** to Grand Chapter a five-year strategic plan and recommend the priorities for the Sorority's biennium;
- b) **review, examine, and assess** the Sorority's current strategic plan for relevancy and alignment with our mission and vision;
- c) **establish and maintain a review and revision process** that will be on-going so that the strategic plan and its critical components do not become obsolete after they are produced;
- d) **create and manage a planning matrix** inclusive of the following:
 - (1) two-year planning timeline
 - (2) identified key areas of focus
 - (3) topic revision rationale and key dates
 - (4) authoritative sign off;
- e) **serve as consultants and partners** with the entire Board of Directors in aligning all efforts pertaining to the strategic direction for the sorority and execution of those plans;




A culture of sisterhood, respect for protocol, our history, and an actualized vision for our future is imperative to ensure the success of the plan

- f) **serve as consultants and partners with local chapters**, where requested, in developing strategic plans, processes and measurement tools; and
- g) **engage in ongoing training** on utilization of the strategic planning process.

2.4. Guiding Principles

The guiding principles state the manner in which the strategic plan was developed and how it will be implemented:

- ▶ **We will leverage Delta’s historical strength in all things we do by assuring that the Five-Point Programmatic Thrust is at the forefront of all strategies, goals, and implementation plans.** A culture of sisterhood, respect for protocol, our history, and an actualized vision for our future is imperative to the success of the plan.
- ▶ **We will be One Delta.** This plan takes into consideration all levels of our organization, including brand and reputation, and is intended to support program development, alignment, and implementation at the member, chapter, regional and national level.
- ▶ **We will be transformative.** The plan addresses long term components and is intended to be impactful and transformative.
- ▶ **We will act with integrity, accountability, fiscal responsibility, and transparency.** This is what is expected.
- ▶ **We will create the results that are intended.** These are the imperatives of sound stewardship of the resources entrusted to us.

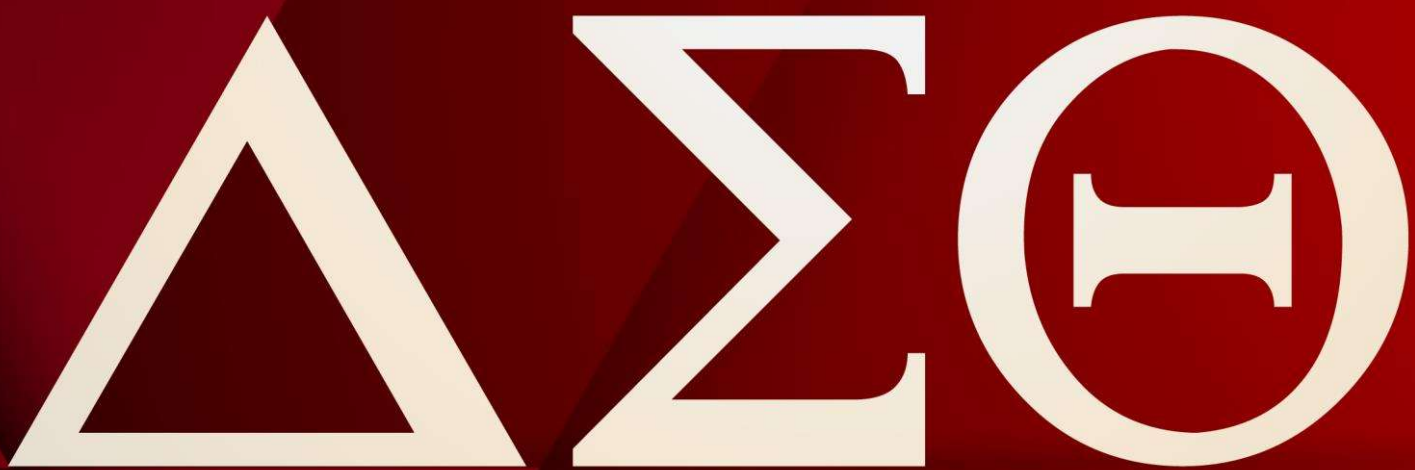


The key objective of the Strategic Plan is to chart a continuing path for the future of Delta Sigma Theta Sorority, Incorporated

- ▶ **We will use a variety of data and information to evaluate our strategic plan.** We will gather, evaluate, and utilize data on a systematic basis and then – crucially – use it to underpin all decision making.
- ▶ **We will protect the public interest.** We will be a vigilant and trusted source of knowledge, expertise, and advocacy on issues of broad social concern that impact the lives of the Black community.

2.5. Strategic Plan Objectives

The key objective of the National Strategic Plan is to chart a continuing path for the future of Delta Sigma Theta Sorority, Incorporated by leveraging the power of our members, the resources of our nonprofit and corporate partners, and ensuring an unrelenting focus on excellence in service within communities and at national headquarters.



STRATEGIC PRIORITIES

The strategic priorities are focused on our Five-Point Programmatic Thrust, members, organizational infrastructure, and communities.

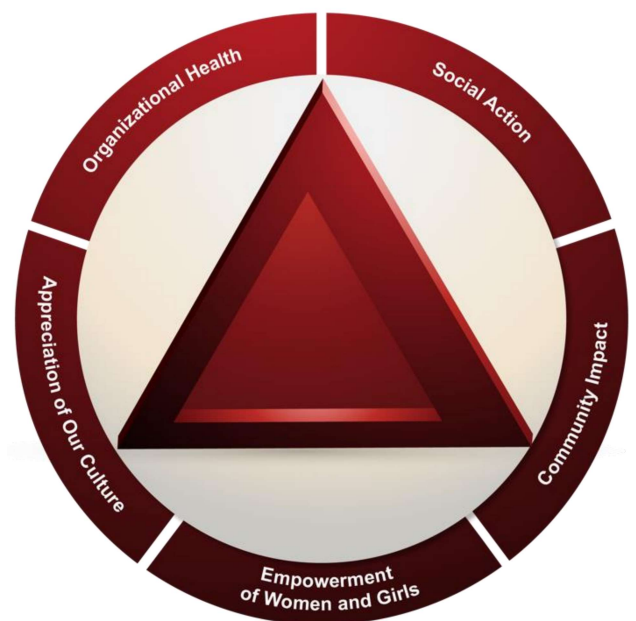
3. Strategic Priorities

3.1. Overview

The strategic priorities are undergirded by our **Five-Point Programmatic Thrust**, and focused on members, organizational infrastructure, and communities.

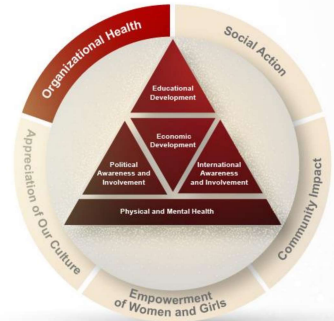
The five priorities are

- 1) Organizational Health,
- 2) Social Action,
- 3) Community Impact,
- 4) Empowerment of Women and Girls, and
- 5) Appreciation of our Culture.



3.2. Organizational Health

Delta Sigma Theta Sorority, Incorporated supports an organizational infrastructure and systems that effectively aligns its vision, mission, and goals with a focus on membership, finances, organizational systems, infrastructure, and branding.



Five-Point Programmatic Thrust: Educational Development, Economic Development

Organizational Health Goal 1:

Cultivate timely and targeted education, engagement, and sustainability plans for the long-term strength and vigor of Delta Sigma Theta Sorority, Incorporated.

Objective 1: Infuse a cultural transformation within the organization that honors and respects the historical context and content of Delta’s founding and recognizes present and future shifts within a 21st century environment.

Implementation Strategy: Conduct thoughtful strategic dialogue and affirmation of vision, mission, direction and focus by exploring the attributes of organizational transformation to support future direction.

Actions

- ▶ Initiate the process to develop an overarching vision statement that represents the current and future aspirations of the Sorority, affirms current mission and purpose statements, and is supported by administrative themes.
- ▶ Host a series of discussions at the national, regional, and chapter levels regarding environmental (social, economic, political) shifts to discern current and future impact on a member-driven organization.

- ▶ Incorporate the Sorority’s vision and mission statements into all governing, procedural, and process documents, where appropriate and applicable.

Objective 2: Ensure Members are aware and abreast of the Sorority’s legal standing as identified in the Non-Profit Model Statute of the District of Columbia.

Implementation Strategy: Educate members on Delta’s incorporated status as defined by the Non-Profit Model Statute in the District of Columbia.

Actions

- ▶ Host a series of virtual, hybrid, and face-to-face opportunities to engage and educate the general membership on the incorporated status and business elements of the Sorority.
- ▶ Ensure the Sorority is operating within the Non-Profit Model Statute by utilizing best practices in its governing role to mitigate regulatory control.

Objective 3: Incorporate the best practices of 21st century governance in Board operations and the review, interpretation, application, and dissemination of governing documents, including but not limited to the Sorority’s Constitution and Bylaws and applicable policies and procedures.

Implementation Strategy: Apply the tenets of effective and efficient governance within Board operations and by conducting comprehensive and timely reviews of our Sorority’s governing documents and practices to ensure alignment at the national, regional and chapter levels.

Actions

- ▶ Require ongoing education regarding the Sorority’s incorporated status to ensure understanding and consistency in applicable actions.
- ▶ Develop and implement a biennial schedule to support ongoing and regular reviews and updates of the Sorority’s governing documents, policies, processes, and procedures.

- ▶ Provide guidance to regions in the support of training for chapters to comply with the incorporated status and review and update chapter policies and procedures to remain consistently aligned with the Sorority's governing documents.

Objective 4: Align the goals and objectives of the National Strategic Plan with the annual actions of the National Board of Directors, regions, and chapters.

Implementation Strategy: Introduce the National Strategic Plan through a robust engagement and communication initiative that assures national, regional, and chapter alignment.

Actions

- ▶ Present the 2021 – 2026 National Five-Year Strategic Plan at the 55th National Convention.
- ▶ Rollout the Strategic Plan and Toolkit to the National Board of Directors, National Headquarters, regions, and chapters to ensure alignment across all programmatic efforts.
- ▶ Continuously incorporate the brand of “One Delta” through action, programmatic alignment, and collaborative engagement with national committees and commissions, NHQ, regions, and chapters.
- ▶ Conduct webinars to introduce the plan and provide ongoing technical assistance to chapters.
- ▶ Provide annual updates on the Sorority's National Strategic Plan to the Board, regions, chapters, members, and the public-at-large.

Measures of Success – Organizational Health Goal 1

- ▶ The National Strategic Plan is presented to Grand Chapter at the 55th National Convention held in Atlanta, GA.
- ▶ The National Strategic Plan is introduced and communicated across the seven regions from January – May 2022.
- ▶ An over-arching vision statement complemented by the Sorority's mission statement and emphasized through administrative themes is approved by May 2022.
- ▶ Educational sessions for the National Board of Directors and chapter leadership are conducted to ensure continued understanding and compliance with the Non-Profit Model Statute of the District of Columbia.
- ▶ Beginning 2023-2024, the Sorority's governing documents will be reviewed on a 5-year schedule.
- ▶ Technical assistance is provided to a minimum of 15% of chapters by December 2022.

- ▶ In partnership with the National Leadership Academy and Regional Leadership, strategic planning liaisons are trained to build expertise within the regions.
- ▶ Beginning June 2022, annual progress updates are provided at the end of each sorority year.

Organizational Health Goal 2:

Ensure responsible and sustainable long-term financial stability.

Objective 1: Ensure fiscal sustainability through planning and budget development.

Implementation Strategy: Develop a framework for multi-year budgeting and forecasting.

Actions

- ▶ Initiate a rolling three-year financial planning model to project revenues and expenses that account for current and future spending, inclusive of implementation of the goals and objectives of the strategic plan.
- ▶ Develop, implement, and communicate a multi-year budget plan and calendar to support a methodology for projecting and reconciling annual strategic, operating, and capital expenses.
- ▶ Review and recommend changes to member dues structures, candidate and initiate fees, corporate sponsorships, and philanthropic efforts through a sustainable multi-year revenue projection and budget plan.

Objective 2: Continue to identify revenue streams that support financial growth and deliver member benefits.

Implementation Strategy: Leverage strategic partnerships to create multi-layered financial incentive programs at the individual and organizational level.

Actions

- ▶ Continue to enhance current and establish new partnerships with organizations by identifying and communicating member benefits programs with key retail and service providers (e.g., Amazon Smile, Weight Watchers, Delta Sigma Theta Sorority, Inc. credit card, AARP).
- ▶ Conduct an annual review of partnerships, update financial incentives, and modify agreements accordingly.
- ▶ Consider the creation of a revenue-generating non-profit entity that serves members through innovative opportunities to grow professionally and sustain wealth by offering products and services (e.g., estate planning, career development, financial acumen, business plans, and professional coaching).
- ▶ Create a portal to allow members to connect the Sorority to their professional contacts who could offer potential partnerships to benefit the Sorority and its members.

Objective 3: Ensure financial and operating controls are administered to protect assets, comply with commonly accepted practices, regulations, and laws, and operate efficiently and effectively.

Implementation Strategy: Identify and implement a continuous improvement model that ensures the protection of the Sorority's operating processes and financial and capital assets.

Actions

- ▶ Continue to present the annual audit of revenues and expenses to the national board for review and acceptance in accordance with widely accepted practices of corporate governance and compliance.
- ▶ Update and/or establish internal control processes and standard operating procedures to confirm alignment with commonly accepted auditing practices.
- ▶ Develop an internal audit schedule, review the schedule with the Board, conduct scheduled audits, and present findings that regularly provide assurance and reporting on the effectiveness of governance, risk management, and control processes designed to support the organization's achievement of strategic, operational, financial, compliance, and human resources objectives.
- ▶ Provide training and communication on internal control processes, standards, and outcomes throughout the organization.

Measures of Success – Organizational Health Goal 2

- ▶ The National Board of Directors approves a three-year financial plan for organizational sustainability in 2022.
- ▶ Beginning December 2022, a minimum of one new or enhanced corporate partnership is established annually that produces a new revenue stream.
- ▶ A portal is created that allows members to connect professional contacts to the Sorority to benefit its members.
- ▶ Options to explore fee-based services to members are identified and presented to the National Board of Directors by January 2023.
- ▶ Internal controls and standard operating procedures manuals are reviewed and approved by April 2022.
- ▶ An annual calendar to audit processes and procedures within National Headquarters, regions, and chapters shall be developed to confirm compliance and consistency with appropriate laws and regulations and submitted in 2022-2023.
- ▶ Annual webinars are conducted across all regions to ensure on-going understanding of audit and corporate compliance with internal controls and standard operating procedures.

Organizational Health Goal 3:

Create Innovative and Transformative Opportunities for Member Development, Engagement and Recognition.

Objective 1: Sustain continuous pipeline of leaders to serve locally, regionally, nationally, and in communities.

Implementation Strategy: Expand opportunities for leadership development and networking within our Sorority.

Actions

- ▶ Electronically capture workshop attendance at Regional Conferences/National Conventions and apply CEUs (Continuing Education Units) for credential building and Delta resume enhancements.
- ▶ Host webinars and build self-paced modules focused on Delta Leadership Competencies to engage members in identifying leadership, service, and mentoring opportunities.

- ▶ Stipulate completion of specifically identified leadership competency modules and annually review the Sorority’s governing documents for elected officers and committee chairs/co-chairs.
- ▶ Require chapter members to complete a minimum of three DID trainings annually, inclusive of chapter management, policies and procedures, and the code of conduct.

Objective 2: Build professional networking capabilities for membership to leverage leadership development, skill enhancements, and personal/professional wellbeing.

Implementation Strategy: Provide a mechanism to better connect individual members based on interest, profession, and expertise.

Actions

- ▶ Host virtual Delta Meet-Ups by profession or interest group.
- ▶ Ensure that collegiate members have the opportunity, through appointment, to serve on all national and regional commissions and committees.
- ▶ Continue the Buddy Program outlined in the *Collegiate Connection* to connect graduating collegiate members with alumnae chapter members to support continuity of connection to the Sorority.
- ▶ Continue to enhance the existing Delta Talent Profile searchable database for use at the national, regional and chapter levels to support member development (internal and external) for elected/appointed office, committee leadership, community leadership, and member participation to continually focus on service to community.
- ▶ Implement a communication strategy to promote and encourage use of the searchable database.

Objective 3: Engage Honorary Members as a privilege of membership and lifetime commitment.

Implementation Strategy: Increase the involvement of Honorary members in the priorities of Community Impact, Social Action, Empowerment of Women and Girls, and the Appreciation of Our Culture.

Actions

- ▶ Provide opportunities for all Honorary Members to engage in an annual or biennial focus of the Sorority.

- ▶ Host dialogues with Honorary Members based on individual or collective contributions in a given field of expertise, i.e., business, the arts, science, social justice, movement building, and others as defined by the nature of the expertise, service, or profession.
- ▶ Include Honorary Members, in a featured way, during Delta Meet-Ups.

Objective 4: Ensure continuous attention to member retention and reclamation.

Implementation Strategy: Create opportunities for member retention and reclamation locally, regionally, and nationally.

Actions

- ▶ Develop and implement a strategic retention plan for financial members with a focus on cross-generational needs.
- ▶ Leverage existing efforts to reengage and reclaim non-financial members.
- ▶ Utilize data collected through national surveys to enhance the work of national and regional committees and commissions in support of retention and reclamation.
- ▶ Partner with the Strategic Partnerships Committee to highlight opportunities specific to member reclamation.

Measures of Success – Organizational Health Goal 3

- ▶ A technological assessment is completed to determine the efficacy of utilizing the Delta app to capture workshop attendance at regional and national conferences, awarding of continuing education units, DID trainings, Delta leadership competencies, skills development, and online Delta resumes by June 2022.
- ▶ Recommendations, cost analysis, and a plan of action for enhancements to the Delta App are presented for review and approval by November 2022.
- ▶ Training requirements are reviewed and updated biennially for elected officers and committee leadership with a specific focus on enhancing leadership capacity and team-building by June 2023.
- ▶ Chapters complete three Delta Internal Development trainings annually.
- ▶ A robust plan to engage a minimum of 15% of Honorary Members annually in a key initiative or program of the sorority is presented for review and approval in June 2022 and implemented in 2023.

- ▶ A national reclamation campaign is introduced by September 2022 to support an annual 10% goal for each year of the strategic plan to include programs and multi-year financial options.
- ▶ A tool to measure and report the outcomes of the reclamation campaign to include programs and financial options is developed and presented July 2022.
- ▶ Guidelines for all national and regional commissions and committees to determine opportunities for collegiate membership are developed by June 2022 with implementation in the succeeding sorority year.
- ▶ A minimum of two member-focused programs specifically targeted to the multi-generational dynamics within the organization are introduced annually beginning with the 2022-2023 chapter year.

Organizational Health Goal 4: Enhance Organizational Brand.

Objective 1: Inculcate the brand of Delta Sigma Theta Sorority, Incorporated within a 21st century framework of service and impact for members and the communities served by the organization.

Implementation Strategy: Refine and Communicate a cohesive, comprehensive, and executable brand strategy that represents our Sorority nationally, internationally, regionally, and locally.

Actions

- ▶ Infuse the concept, recognition, and actions of “One Delta” through consistent organizational branding, development, and compliance.
- ▶ Undertake an aggressive implementation of the newly created “brand” toolkit for regions and chapters to ensure consistency of messaging and standardization of visual identity resulting in organizational alignment, capacity, and pride.
- ▶ Conduct periodic audits at the national, regional, and chapter levels to ensure brand use and consistency in communications and stationery.
- ▶ Continue the education process for members on the appropriate use of our symbols, rituals, ceremonies, protocols, and traditions.
- ▶ Continue to implement the public marketing campaign to influence and sustain the general public’s positive perceptions of the organization.

- ▶ Continue to communicate information to non-financial members on the brand, upcoming activities, and benefits of membership.

Objective 2: Ensure that our partnerships are mutually beneficial to the Sorority.

Implementation Strategy: Identify additional opportunities for “membership privileges” by expanding national partnerships.

Actions

- ▶ Expand the current partnership model by identifying 2 – 3 signature partnerships that enhance member participation, provide member benefits, and contribute to the Sorority’s brand.
- ▶ Conduct annual evaluation of strategic partnerships (including, but not limited to, financial and membership satisfaction, and brand alignment).
- ▶ Conduct a brand audit to ensure compliance by strategic partners, including vendors, if applicable.

Measures of Success – Organizational Health Goal 4

- ▶ Biennial brand audits are initiated across regions and chapters in 2022-2023.
- ▶ Annual refreshers on brand identity, inclusive of the Sorority’s governing and compliance documents, are provided to regions and chapters, beginning in 2021.
- ▶ In partnership with the Institutional Research Committee, results of biennial surveys that gather information on brand identity and brand application across all corporate relationships, including vendors, are shared throughout the Sorority.
- ▶ A minimum of one new or enhanced signature program is identified annually.

Organizational Health Goal 5: Enhance Business Operations, Processes, and Technology.

Objective 1: Invest in organizational structures and process reviews to effectively implement strategic and operational goals, objectives, and actions to meet defined outcomes/measures of success.

Implementation Strategy: Review and refine organizational structure, roles, responsibilities, and operational processes and procedures.

Actions

- ▶ Review, update, prioritize, and implement recommendations identified in the organizational assessment.
- ▶ Conduct process improvement reviews, document standard operating procedures, and provide professional development opportunities and training for NHQ staff.
- ▶ Initiate a one-year plan to hire an instructional designer to support leadership development and other training needs.

Objective 2: Implement a 21st century technology infrastructure.

Implementation Strategy: Strategically plan, acquire, and implement technology to address the organization's needs including operations, member engagement and data analytics.

Actions

- ▶ Conduct, in partnership with the Technology Department and supported by the Technology Committee, a technology assessment and develop an operational plan that addresses critical business functions, including disaster recovery, continuity of business, and system redundancies.
- ▶ Identify and acquire optimal technical solutions to support more integrative solutions for effective, and efficient operations.
- ▶ Develop and operationalize training to support optimization and utilization of current and new technologies.
- ▶ Leverage lessons learned to identify and implement short-term, intermediate, and long-term technological opportunities and solutions for national, regional, and local internal and external engagement of members and the greater communities.

Objective 3: Develop a technologically-enhanced communication plan of key events and member updates.

Implementation Strategy: Continue to build out and communicate the capabilities of the Delta App.

Actions

- ▶ Partner with the Technology and the Communications and Public Relations Committees and NHQ to support more robust utilization of the Delta App.
- ▶ Build out the DST App to support multi-faceted membership engagement, including member updates, dues payment, and receipt of on-demand news/updates/key information.
- ▶ Direct financial members to the Delta App by linking critical information, including but not limited to the annual calendar of events /activities, key Delta documents for easy one step access, and member updates.
- ▶ Utilize the Delta App for key communications, including survey completion, analysis sharing, alerts, and registration for webinars, conferences, and regional meetings.
- ▶ Partner with Regional Leadership to use the Delta App for member communications.

Measures of Success – Organizational Health Goal 5

- ▶ Review and prioritization of recommendations contained within the NHQ organizational assessment is completed by May 2022.
- ▶ Priority recommendations and cost estimates are presented for review and approval commensurate with the 2022-2023 budget timeline.
- ▶ A plan to hire an Instructional Designer is presented to the Executive Committee by June 2022.
- ▶ The technology risks and opportunities are identified and recommendations for mitigation are shared by June 22.
- ▶ The scope of work to assess expanded utilization of the Delta App is completed by June 2022.

Organizational Health Goal 6: Strengthen Human Capital Talent Management and the Culture of Service at National Headquarters.

Objective 1: Develop a comprehensive human capital plan that aligns with the Sorority’s mission and strategic plan.

Implementation Strategy: Develop human capital plan that enables the organization to meet its strategic and operational goals.

Actions

- ▶ Continue implementation of the organizational assessment.
- ▶ Fund positions to support branding and communication and instructional design training.
- ▶ Identify and document the current and future critical competencies (knowledge, skills, and abilities) necessary for staff to meet strategic goals and operational objectives of the Sorority.
- ▶ Provide role specific and organizational training/professional development for NHQ staff.
- ▶ Leverage technology to enhance work performance and services to members and key partners.
- ▶ Engage NHQ leadership in developing sustainable retention plans, including professional development and salary and benefit reviews.
- ▶ Identify and incorporate best practices for employees' development, retention, and reward.

Objective 2: Improve overall customer service experience for members and other stakeholders.

Implementation Strategy: Develop a comprehensive quality assurance plan at NHQ to support excellent experiences for members, partners, vendors, and staff.

Actions

- ▶ Create Centers of Excellence to include professional development and training in the skills and tools to support NHQ staff in the provision of quality service and rapid responses to members, partners, and vendors.
- ▶ Re-imagine a communication strategy to ensure integrated and coordinated communication for members and stakeholders, supported by a commitment to service excellence.
- ▶ Incorporate feedback from membership and stakeholders in efforts to improve the overall customer service experience.
- ▶ Provide quarterly updates on talent management, customer service, and operations of NHQ to the National Board of Directors.

Measures of Success – Organizational Health Goal 6

- ▶ Continue the personnel assessment strategy and provide annual recommendations for ongoing training and development, evaluation processes and timelines, and talent management opportunities by November 2022.
- ▶ Plans to develop sustainable Centers of Excellence across the key areas of NHQ to include goals, objectives, expectations of a culture of service, and measures of success are researched and presented for implementation in 2023-2024.
- ▶ Member, partner, and vendor surveys are conducted periodically to provide opportunities for feedback beginning 2023.

Organizational Health Goal 7: Advance the Sorority’s internal investments through long-range capital campaigns, facilities improvement and acquisition planning, engagement in consistent reviews and revisions of guidelines for chapter 501c3 relationships, and continued service as the referral source for chapter alignment with local 501c3 entities sharing a similar mission.

Objective 1: Communicate the capital campaign to support Sorority programming and long-range plans for infrastructure improvements, expansion, and acquisition.

Implementation Strategy: Develop long-range plans that address support for programming and capital improvements, expansions, and acquisitions of facilities.

Actions

- ▶ Initiate discussion of a Capital Campaign.
- ▶ Articulate the 5-10 year plan for facilities improvement, expansion, and acquisition.
- ▶ Develop an annual capital improvement implementation plan to include projected costs and timelines for completion.
- ▶ Present regularly scheduled progress reports to the National Board of Directors, regions, and chapters.

Objective 2: Regularly review and revise, as appropriate, guidelines and expectations of chapter relationships with 501c3 organizations.

Implementation strategy: Determine critical updates and revisions to guidelines impacting chapters to ensure continuous alignment with the Sorority’s governing documents.

Actions

- ▶ Develop a schedule of review, revision, and communications with chapters to assure compliance and prevent liabilities that impact the Sorority’s governing role and operations.
- ▶ Communicate all necessary compliance requirements and provide chapters with proof of compliance on a regularly-scheduled timeline.

Objective 3: Support chapters’ desires to partner with local non-profits and community-based organizations by reviewing and approving Memorandum of Understanding (MOUs) that align with the Sorority’s vision, mission, brand, and principles.

Implementation Strategy: Support chapter alignment and partnership with local organizations in support of achieving the desired outcomes of the partnership(s) and alignment with the Sorority’s mission, purpose, and brand.

Actions

- ▶ Review and approve MOUs that support chapter partnerships with local not-for-profit organizations.
- ▶ Ensure each request aligns with the Sorority’s mission, purpose, and principles.
- ▶ Maintain a repository of MOUs at National Headquarters.
- ▶ Require biennial reviews of MOUs to ensure compliance.
- ▶ Require chapters to submit recommended changes to MOU within a specified period-of-time to determine if said changes are substantive and require approval.

Measures of Success - Organizational Health Goal 7

- ▶ Introduction of a Capital Campaign.
- ▶ Presentation of a long range (defined as a minimum of a 5-10 year plan) capital improvement and acquisition plan to the National Board of Directors.

- ▶ Communication of the annual capital operational plan to Grand Chapter within the regional conference and national convention cycles.
- ▶ Development of a timeline to support biennial reviews and revisions of chapter relationships with 501c3 organizations to ensure compliance.
- ▶ Review and re-structure of partnership MOUs is conducted biennially, except as substantial revisions are needed and/or require approval.



Organizational Health

Goal 1: Cultivate timely, targeted education, engagement, and sustainability plans for the long-term strength and vigor of Delta Sigma Theta Sorority, Incorporated.

Objectives	Measures of Success
<p>Objective 1: Infuse a cultural transformation within the organization that honors and respects the historical context and content of Delta’s founding AND recognizes present and future shifts within a 21st century environment.</p> <p>Objective 2: Ensure members are aware and abreast of the Sorority’s legal standing as identified in the non-profit model statute of the District of Columbia.</p> <p>Objective 3: Incorporate the best practices of 21st century governance Board operations</p>	<ul style="list-style-type: none"> ▶ The National Strategic Plan is presented to Grand Chapter at the 55th National Convention in Atlanta, GA. ▶ The National Strategic Plan is introduced and communicated across the seven regions from January-May 2022. ▶ An over-arching vision statement complemented by the Sorority’s mission statement and emphasized through administrative themes is approved by May 2022. ▶ Educational sessions for the National Board of Directors and chapter leadership are conducted to ensure continued understanding and compliance with the Non-Profit Model Statute of the District of Columbia. ▶ Beginning 2023-2024, the Sorority’s governing documents will be reviewed on a 5-year schedule.

and the review, interpretation, application, and dissemination of governing documents, including but not limited to the Sorority’s Constitution and Bylaws and applicable policies and procedures.

Objective 4:

Align the goals and objectives of the National Strategic Plan with the annual actions of the National Board of Directors, regions, and chapters.

- ▶ Technical assistance is provided to a minimum of 15% of chapters by December 2022.
- ▶ In partnership with the National Leadership Academy, the Strategic Planning Committee, and Regional Leadership, strategic planning liaisons are trained to build expertise within the regions.
- ▶ Beginning June 2022, annual progress updates are provided at the end of each sorority year.

Goal 2: Ensure responsible and sustainable long-term financial stability.

Objective 1:

Ensure fiscal sustainability through planning and budget development.

Objective 2:

Continue to identify revenue streams that support financial growth and deliver member benefits.

Objective 3:

Ensure financial and operating controls are administered to protect assets, comply with commonly accepted practices, regulations, and laws, and operate efficiently and effectively.

- ▶ The National Board of Directors approves a three-year financial plan for organizational sustainability in 2022.
- ▶ Beginning December 2022, a minimum of one new or enhanced corporate partnership is established annually that produces a new revenue stream.
- ▶ Options to explore fee-based services to members are identified and presented to the National Board of Directors by January 2023.
- ▶ A portal is created that allows members to connect their professional contacts to the Sorority for member benefits.
- ▶ Internal controls and standard operating procedures manuals are reviewed and approved by April 2022.
- ▶ An annual calendar to audit processes and procedures within National Headquarters, regions, and chapters shall be developed to confirm compliance and consistency with appropriate laws and regulations and submitted in 2022-2023.
- ▶ Annual webinars are conducted across all regions to ensure ongoing understanding of and compliance with internal controls and standard operating procedures.

Goal 3: Create Innovative and Transformative Opportunities for Member Development, Engagement and Recognition

Objective 1:

Sustain continuous pipeline of leaders to serve locally, regionally, nationally, and in communities.

Objective 2:

Build professional networking capabilities for membership to leverage leadership development, skill enhancements, and personal/professional well-being.

Objective 3:

Engage Honorary Members as a privilege of membership and lifetime commitment.

Objective 4:

Ensure continuous attention to member retention and reclamation.

- ▶ A technological assessment is completed to determine the efficacy of utilizing the Delta app to capture workshop attendance at regional and national conferences, award of continuing education units, DID trainings, Delta leadership competencies, skills development, and online Delta resumes by June 2022.
- ▶ Chapters complete three Delta Internal Development trainings annually beginning 2022-2023.
- ▶ Recommendations, cost analysis, and a plan of action for enhancements to the Delta App are presented for review and approval by November 2022.
- ▶ Training requirements are reviewed and updated biennially for elected officers and committee leadership with a specific focus on enhancing leadership capacity and team-building by June 2023.
- ▶ A robust plan to engage a minimum of 15% of Honorary Members annually in a key initiative or program is presented for review and approval in June 2022 and implemented in 2023.
- ▶ A national reclamation campaign is introduced by September 2022 to support an annual 10% goal for each year of the strategic plan to include programs and multi-year financial options.
- ▶ A tool to measure and report the outcomes of the reclamation campaign to include programs and financial options is developed and presented July 2022.
- ▶ Guidelines for all national and regional commissions and committees to determine opportunities for collegiate membership are developed by June 2022 with implementation in the succeeding sorority year.

	<ul style="list-style-type: none"> ▶ A minimum of two member-focused programs specifically targeted to the multi-generational dynamics within the organization are introduced annually beginning with the 2022-2023-chapter year.
<p>Goal 4: Enhance Organizational Brand</p>	
<p>Objective 1: Inculcate the organizational brand of Delta Sigma Theta Sorority, Incorporated within a 21st century framework of service and impact for members and the communities served by the organization.</p> <p>Objective 2: Ensure that our partnerships are mutually beneficial to the Sorority.</p>	<ul style="list-style-type: none"> ▶ Biennial brand audits are initiated across regions and chapters in 2022-2023. ▶ Annual refreshers on brand identity, inclusive of the Sorority’s governing and compliance documents, are provided to regions and chapters beginning in 2021. ▶ In partnership with the Institutional Research Committee, results of biennial surveys that gather information on brand identity and brand application across all corporate relationships, including vendors, are shared throughout the Sorority. ▶ A minimum of one new or enhanced signature program is identified annually.
<p>Goal 5: Enhance Business Operations, Processes, and Technology</p>	
<p>Objective 1: Invest in organizational structures and processes reviews to effectively implement strategic and operational goals, objectives, and actions to meet defined outcomes/measures of success.</p> <p>Objective 2: Implement a 21st century technology infrastructure.</p> <p>Objective 3: Develop a technologically-enhanced communication plan of key events and member updates-</p>	<ul style="list-style-type: none"> ▶ Review and prioritization of recommendations contained within the NHQ organizational assessment is completed by May 2022. ▶ Priority recommendations and cost estimates are presented for review and approval commensurate with the 2022-2023 budget timeline. <p>A one-year plan to hire an Instructional Designer is presented to the Executive Committee by June 2022.</p> <ul style="list-style-type: none"> ▶ The technology risks and opportunities are identified and recommendations for mitigation are shared by June 22. ▶ The scope of work to assess expanded utilization of the Delta App is completed by June 2022.

Goal 6: Strengthen Human Capital Talent Management and the Culture of Service at National Headquarters

Objective 1:

Develop a comprehensive human capital plan that aligns with the Sorority’s mission and strategic plan.

Objective 2:

Improve overall customer service experience for members and other stakeholders.

- ▶ Continue the personnel assessment strategy and provide annual recommendations for ongoing training and development, evaluation processes and timelines, and talent management opportunities by November 2022.
- ▶ Plans to develop sustainable Centers of Excellence across the key areas of NHQ to include goals, objectives, expectations of a culture of service, and measures of success are researched and presented for implementation in 2023-2024.
- ▶ Member, partner, and vendor surveys are conducted periodically to provide opportunities for feedback beginning 2024.

Goal 7: Advance the Sorority’s internal investments through a capital campaign, long-range capital improvement and acquisition planning, engagement in consistent reviews and revisions of guidelines for chapter relationships with 501©3 organizations, and continued service as the referral source for chapter alignment with local/regional 501©3 entities sharing a similar mission.

Objective 1:

Communicate the capital campaign and long-range capital improvement and acquisition plans to support sustainability for the Sorority.

Objective 2:

Regularly review and revise, as appropriate, guidelines and expectations of chapter relationships with 501c3 organizations.

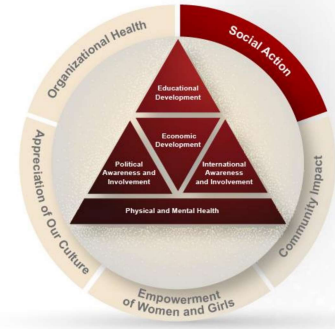
Objective 3:

Support chapters’ desires to partner with local non-profits, and community-based organizations by reviewing and approving memorandum of understanding (MOUs) that align with the Sorority’s vision, mission, brand, and principles.

- ▶ Introduction of a Capital Campaign
- ▶ Presentation of a long-range capital improvement (defined as a minimum of a 5-10-year plan) and acquisition plan to National Board of Directors.
- ▶ Communication of the annual operational plan to Grand Chapter within the regional conference and national convention cycles.
- ▶ Development of a timeline to support biennial reviews and revisions of chapter relationships with 501c3 organizations to ensure compliance.
- ▶ Review and re-structure of partnership MOUs is conducted biennially, except as substantial revisions are needed and/or require approval.

3.3. Social Action

Delta Sigma Theta Sorority, Incorporated embraces a wide range of primarily voluntary initiatives to bring about change in social and economic systems, processes, and structures by addressing conflicts present in institutions and systems to realize the goal of social justice and empowerment. Its mission is to promote leadership, advocacy, and empowerment to effect social change and public policy.



Five-Point Programmatic Thrust:

Political Awareness and Involvement, International Awareness and Involvement

Social Action Goal 1: Serve as the leading organization for social change with a specific focus on public policies impacting the Black community.

Objective 1: Be a leading voice in the community on public policies and legislation that impact the Black community.

Implementation Strategy: Continue the development of a robust advocacy presence at all levels - local, state, and national - to strengthen the Sorority's presence and position the organization as an advocacy leader.

Actions

- ▶ Sustain and enhance the current social action network infrastructure to advance the Sorority's legislative priorities.
- ▶ Strengthen and expand the relationship with D4Women in Action (Delta For Women in Action) and national partnerships with similarly-aligned organizations in the implementation of the Sorority's advocacy agenda.
- ▶ Establish a Social Action Center by 2022, designed to be the leading voice for social change.
- ▶ Collaborate with elected and appointed officials nationally, regionally, and locally to advocate for/against issues that impact the Black community.

- ▶ Continue to leverage the Sorority’s membership to advocate for policies and legislation that support ‘the interests and needs of the Black community.
- ▶ Continue to implement timely internal/external messaging and media strategies to promote the Sorority’s positions and recommended actions.

Objective 2: Stimulate ongoing interest and dedication to social action and public service.

Implementation Strategy: Increase the number of members seeking public office and appointments.

Actions

- ▶ Provide workshops to educate and inspire members to become and remain engaged in social action.
- ▶ Leverage proven strategies to increase attendance at local, state, and national Delta Days events.
- ▶ Develop a repository of members in elected or appointed positions to support mobilization on key social issues impacting communities of color.

Objective 3: Educate and raise awareness of the electoral process at the local, state, and national levels.

Implementation Strategy: Continuously educate the public and members about the electoral process.

Actions

- ▶ Lead voter engagement activities to increase knowledge about the electoral process.
- ▶ Conduct events that support, encourage, and register eligible voters.
- ▶ Mobilize voters through engagement in Get Out the Vote (GOTV) campaigns.

Objective 4: Identify strategic alliances, coalitions, and partnerships to support social action.

Implementation Strategy: Develop and create strategic alliances for social action initiatives and efforts.

Actions

- ▶ Continue strategic alliances with D4 Women in Action, the National Pan-Hellenic Council, and others, as identified.
- ▶ Continue to advance the calls for advocacy and action.
- ▶ Increase the collective influence at the local, state, and national levels.
- ▶ Promote the importance of the black voice in building and sustaining a commitment to democracy.

Measures of Success – Social Action Goal 1

- ▶ All members seeking public office, inclusive of those who were successful in the election process, are tracked and reported beginning January 2022, and hereafter, commensurate with local, state, and national election cycles.
- ▶ The number of members appointed to committees, commissions, and boards locally, regionally, and nationally are tracked and reported beginning January 2022.
- ▶ Solidify the current social action infrastructure to ensure a lasting legacy to advance legislative priorities by June 2022.
- ▶ Increased numbers of voter engagement activities, voter registrations, and voter mobilization events will be reported in accordance with voting cycles at the local, state, and national levels.



Social Action

Goal 1: Serve as the leading organization for social change with a specific focus on public policies impacting the Black community.

Objectives

Measures of Success

Objective 1:

Be a leading voice in the community on public policies and legislation that impact the Black community.

- ▶ All members seeking public office, inclusive of those who were successful in the election process, are tracked and reported beginning January 2022, and hereafter, commensurate with local, state, and national election cycles.
- ▶ The number of members appointed to committees, commissions, and boards locally, regionally, and nationally are tracked and reported beginning January 2022.
- ▶ Solidify the current social action infrastructure to ensure a lasting legacy to advance legislative priorities by June 2022.
- ▶ Increased numbers of voter engagement activities, voter registrations, and voter mobilization events will be reported in accordance with voting cycles at the local, state, and national levels.

Objective 2:

Stimulate ongoing interest and dedication to social action and public service.

Objective 3:

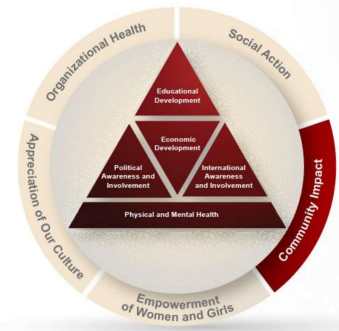
Educate and raise awareness of the electoral process at the local, state, and national levels.

Objective 4:

Identify strategic alliances, coalitions, and partnerships to support social action.

3.4. Community Impact

Delta Sigma Theta Sorority, Incorporated centers its service on local, regional, national, and international impact beyond a single program. It integrates services to provide a full spectrum of social solutions by using a comprehensive approach, considering individuals, families, and communities across the world and in the locales where our chapters and members reside.



Five-Point Programmatic Thrust: Educational Development, Economic Development, International Awareness and Involvement, Physical and Mental Health, Political Awareness and Involvement.

This strategic priority involves designing, developing, implementing, and evaluating programs that are relevant to the community. It expands the pathways for all stakeholders to receive services that demonstrate positive long-term impact.

Community Impact Goal 1:

Deliver programs in our communities that have a long-term positive and measurable impact.

Objective 1: Undertake a review of current programmatic offerings to ensure relevant and timely responses to community needs by evaluating their effectiveness and impact.

Implementation Strategy:

Implement transformative and impactful programs aligned with the national priorities.

Actions

- ▶ Identify and strongly encourage all chapters to participate in 2-3 nationally articulated biennial programs designed to give prominence and national attention to needs that exist across the Black community.
- ▶ Assist chapters in conducting internal and external assessments to understand community needs, identify and implement community service programs, and ensure long-term impact through measurable outcomes.

- ▶ Provide strategic planning workshops to support regions and chapters in the development of metrics of success to report outcomes and impact at the local, regional, and national levels.
- ▶ Gather data across the organization to determine program effectiveness and alignment with intended goals, objectives, and outcomes.
- ▶ Utilize a variety of media strategies to communicate impact to key community stakeholders, as identified locally, regionally, and nationally.

Measures of Success – Community Impact Goal 1

- ▶ Participation by chapters in a nationally articulated program to address needs across the Black Community.
- ▶ Programs are aligned with the national strategic priorities.
- ▶ Participation by regions and chapters in DID strategic planning workshops exceeds 25% annually.
- ▶ Elevated media strategies are used to communicate programmatic impact.

Community Impact Goal 2:

Sustain engagement and impact locally, regionally, and nationally in the communities served by the Sorority.

Objective 1: Promote program sustainability, impact, and expansion by identifying and collaborating with community partners.

Implementation Strategy:

Continue to identify national corporate and philanthropic partners to support community transformation.

Actions

- ▶ Review existing MOUs to ensure partnership agreements are focused on impact, mutually beneficial, and include measurable outcomes.
- ▶ Engage in joint planning and program delivery models to ensure mutually beneficial engagements with the targeted communities.
- ▶ Establish collaborative, committed, and cohesive relationships within the communities served by the regions and chapters with support from the National Board of Directors and National Headquarters.

- ▶ Identify and pursue, in partnership with Delta Research and Educational Foundation funding opportunities through corporate/nonprofit sponsorships in support of community impact and transformation.
- ▶ Utilize data to identify, implement, and report outcomes of sustainable community service programs.

Measures of Success – Community Impact Goal 2

- ▶ Participation and partnerships with increased numbers of value-aligned organizations committed to demonstrating community impact.
- ▶ Increased funding support for programs through corporate and philanthropic support.
- ▶ Increased targeted media strategies to communicate impact data locally, regionally, and nationally.



Community Impact

Goal 1: Deliver programs in our communities that have a long-term positive and measurable impact.

Objectives

Objective 1:

Undertake a review of current programmatic offerings to ensure relevant and timely responses to community needs by evaluating their effectiveness and impact.

Measures of Success

- ▶ Participation by chapters in a nationally articulated program to address needs across the Black Community.
- ▶ Programs are aligned with the national strategic priorities.
- ▶ Participation by regions and chapters in DID strategic planning workshops exceeds 25% annually.
- ▶ Elevated media strategies are used to communicate programmatic impact.

Goal 2: Sustain engagement and impact locally, regionally, and nationally in the communities served by the Sorority.

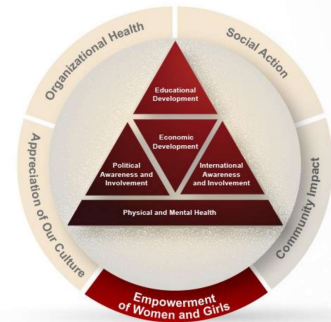
Objective 1:

Promote program sustainability, impact, and expansion by identifying and collaborating with community partners.

- ▶ Participation and partnerships with increased numbers of value-aligned organizations committed to demonstrating community impact.
- ▶ Increased funding support for programs through corporate and philanthropic support.
- ▶ Increased targeted media strategies to communicate impact data locally, regionally, and nationally.

3.5. Empowerment of Women and Girls

Delta Sigma Theta Sorority, Incorporated challenges gender-based discrimination, particularly of Black women and girls and other women of color, in all the institutions and structures of society through mobilization and partnerships.



Five-Point Programmatic Thrust: Educational Development, Economic Development, International Awareness and Involvement, Physical and Mental Health, Political Awareness and Involvement.

Goal 1: Equip women and girls with the skills necessary to thrive in a global economy.

Objective 1: Partner with local, regional, national, and international organizations to collaborate on intentional programming for Black girls and Black women.

Implementation Strategy:

Offer relevant and impactful programs for women and girls to achieve their fullest potential.

Actions

- ▶ Conduct assessment of women and girls at the local level and use aggregate information to create national, regional, and local skills development, educational, or training programs to meet identified needs.
- ▶ Partner with similarly-aligned organizations that provide training opportunities in STEAM areas for Black girls (e.g., Black Girls Code, Black Girls Dive, Black Girls do STEM, and Black Girls Can).
- ▶ Offer career coaching workshops for Black women and girls.
- ▶ Partner with local schools and colleges to co-host college and career prep programs for middle and high school girls.

- ▶ Integrate programming aligned with empowering Women and Girls with the Sorority’s committees and commissions, where applicable.

Measures of Success – Empowerment of Women and Girls Goal 1

- ▶ Participating girls report increased knowledge about science, technology, engineering, the arts, and math.
- ▶ Participating girls report increased levels of preparedness to pursue a higher level of education in science, technology, engineering, the arts, and math.
- ▶ Participating women report increased levels of readiness to pursue and excel in their chosen career fields.

Goal 2: Support the overall physical and mental well-being of women and girls.

Objective 1: Promote healthy behaviors in physical and mental health through major corporate and community partners by offering low to no-cost opportunities for women and girls in low-income communities.

Implementation Strategy:

Develop awareness programs to help women and girls learn effective strategies to safeguard their physical and mental health.

Actions

- ▶ Identify and co-brand health and wellness programs to disseminate to women and girls.
- ▶ Establish partnerships with organizations dedicated to positive outcomes for women and girls.
- ▶ Establish partnerships with organizations dedicated to eliminating human trafficking and/or domestic violence.

Measures of Success – Empowerment of Women and Girls Goal 2

- ▶ Participating women and girls report increased awareness and use of effective strategies to enhance their physical and mental health.
- ▶ Delta’s partnerships with organizations dedicated to eliminating human trafficking and/or domestic violence is reported as mutually beneficial and impactful.

Goal 3: Promote Economic Empowerment of women and girls.

Objective 1: Promote financial literacy of Black women and girls with the aim of eliminating poverty.

Implementation Strategy:

Provide programming and access to tools that support sustainable infrastructures to eliminate poverty.

Actions

- ▶ Develop sustainable local, regional, and national partnerships with organizations dedicated to reducing the number of women and girls living in poverty.
- ▶ Develop a partnership to co-brand financial literacy toolkits emphasizing money management strategies that regions and chapters can use to promote financial literacy amongst women and girls.
- ▶ Partner with organizations to co-brand and conduct workshops to help women learn about resources available to start and grow a business.
- ▶ Partner with organizations to co-brand and provide low to no-cost technical assistance and capacity building to women and girls seeking to start and/or expand their small businesses.

Measures of Success – Empowerment of Women and Girls Goal 3

- ▶ Partnerships receive a favorable rating as evidenced by surveys and assessments.
- ▶ Participating women and girls report increased knowledge about money management and wealth generating strategies.

- ▶ Participating women and girls report they are more knowledgeable about starting or expanding their own business.

Goal 4: Extend commitment to physical and mental health well-being for members.

Objective 1: Expand opportunities for members to participate in programs dedicated to mental health and wellbeing.

Implementation Strategy: Develop programs for members.

Actions

- ▶ Disseminate a mental and physical health assessment toolkit for members.

Measures of Success – Empowerment of Women and Girls Goal 4

- ▶ Participating sorors report positive outcomes for their own mental and physical health.



Empowerment of Women and Girls

Goal 1: Equip Women and Girls with the skills necessary to lead in a global economy

Objectives	Measures of Success
<p>Objective 1: Partner with local, regional, national, and international organizations to collaborate on intentional programming for Black girls and Black women.</p>	<ul style="list-style-type: none"> ▶ Participating girls report increased knowledge about science, technology, engineering, the arts, and math. ▶ Participating girls report increased levels of preparedness to pursue a higher level of education in science, technology, engineering, the arts, and math. ▶ Participating women report increased levels of readiness to pursue and excel in their chosen career fields.

Goal 2: Support the overall physical and mental well-being of women and girls.

<p>Objective 1: Promote healthy behaviors in physical and mental health through major corporate and community partners by offering low or no-cost opportunities for women and girls in low-income communities.</p>	<ul style="list-style-type: none"> ▶ Participating women and girls report increased awareness and use of effective strategies to enhance their physical and mental health. ▶ Delta’s partnerships with organizations dedicated to eliminating human trafficking and/or domestic violence is reported as mutually beneficial and impactful.
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Goal 3: Promote Economic Empowerment of Women and Girls

Objective 1:

Promote financial literacy of Black women and girls with the aim of eliminating poverty.

- ▶ Partnerships receive a favorable rating as evidenced by surveys and assessments.
- ▶ Participating women and girls report increased knowledge about money management and wealth generating strategies.
- ▶ Participating women and girls report they are more knowledgeable about starting or expanding their own business.
- ▶ Participating women and girls report they feel better prepared to start or expand their business.

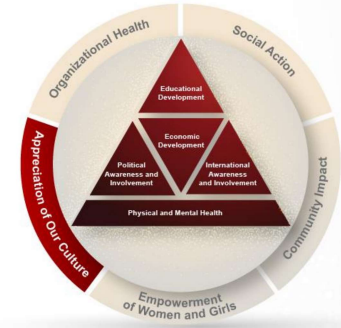
Goal 4: Extend commitment to physical and mental health well-being for members.

Objective 1: Expand opportunities for members to participate in programs dedicated to mental health and wellbeing.

- ▶ Participating sorors report positive outcomes for their own mental and physical health.

3.6. Appreciation of our Culture

Delta Sigma Theta Sorority, Incorporated values our culture, thirsts for it, and recognizes and celebrates the significance of our contributions to the world by sharing and exposing others to them.



Five Point Programmatic Thrust: Educational Development

Goal 1: Expand awareness, appreciation, and significance of Black Culture.

Objective 1: Expose youth in underserved communities to Black Culture.

Implementation Strategy:

Integrate awareness, understanding, and application of Black Culture in the Sorority's youth programs to increase positive academic, social, and behavioral outcomes for students.

Actions

- ▶ Identify and partner in innovative ways with existing community programs focused on the appreciation, exposure, and expansion of our culture.
- ▶ Provide guidance to chapters on the identification of cultural organizations and opportunities to co-create programs to educate youth in underserved communities.
- ▶ Engage chapter members who represent the wide spectrum of cultural knowledge and achievements to provide expertise in the development and sustainability of programs.

Objective 2: Expose the larger community to the significance of the voices, experiences, and contributions of Black Culture to the world.

Implementation Strategy:

Integrate awareness and application of Black Culture in the Sorority’s programs to increase understanding and appreciation of our rich heritage.

Actions

- ▶ Identify and partner in innovative ways with existing community programs focused on the appreciation, exposure, and expansion of our culture across a variety of mediums.
- ▶ Provide guidance to chapters on the identification of cultural partners and opportunities to co-create programs to educate the larger community.
- ▶ Engage Honorary Members who represent the wide spectrum of cultural knowledge and achievements to provide expertise in the development and sustainability of programs.

Measures of Success – Appreciation of Our Culture Goal 1

- ▶ Participation of cultural partners annually at the local, regional, and national levels.
- ▶ Increased knowledge, appreciation, and understanding of Black Culture by youth in underserved communities.
- ▶ Participation by underserved communities in cultural awareness programs.
- ▶ Participation by the larger community in the awareness, knowledge, appreciation, and understanding of the significance of Black culture and its contributions to the world.
- ▶ Participation by Honorary Members and chapters in the awareness, exposure, and preservation of our cultural history.

Goal 2: Increase access to and promotion of positive culturally relevant content to the community-at-large and members of the Sorority.

Objective 1: Identify and partner with local, regional, and national partners committed to educating the community about the history and contributions of Black people.

Implementation Strategy:

Leverage existing resources and continuing/new partnerships, networks, and associations to promote our culture.

Actions

- ▶ Develop a catalogue of local culturally responsive organizations that support creative partnerships and community engagement in the global contributions of Black people.
- ▶ Establish alliances with Black Cultural Organizations.
- ▶ Expand local partnerships to educate, promote, and support cultural programming.
- ▶ Partner with the 1619 Project, African-American museums, local libraries, and other similar programs to educate communities about the history and contributions of Black people across the Diaspora.

Measures of Success – Appreciation of Our Culture Goal 2

- ▶ Increased participation in local cultural events.
- ▶ Increased number of cultural partnerships locally, regionally, and nationally.
- ▶ Increased knowledge, awareness, and exposure to local organizations steeped in Black culture.
- ▶ Increased understanding of the 1619 Project and other similar programs and their global impact.

Goal 3: Increase awareness and support of HBCU Cultural Programs.

Objective 1: Leverage Delta’s brand and influence to showcase HBCUs.

Implementation Strategy: Provide opportunities for the Sorority to enhance its commitment to HBCUs and the larger community through specifically-identified programs that support cultural immersion.

Actions

- ▶ Develop a DELTA (**D**eveloping, **E**levating, **L**eadership **T**hrough the **A**rts) Fellows and Mentoring program.
- ▶ Expand opportunities to support aspiring HBCU artists through internships and experiential learning.
- ▶ Create, under the Endowed Professorship Program, additional opportunities to support faculty who contribute to the scholarship and knowledge of Black Culture across the Diaspora.

Measures of Success – Appreciation of Our Culture Goal 3

- ▶ Creation of a DELTA (**D**eveloping, **E**levating, **L**eadership **T**hrough the **A**rts) Fellows and Mentoring program in partnership with selected colleges and universities.
- ▶ Participation by leading scholars and artists in the creation of significant opportunities to engage with the next generation of contributors to Black culture.
- ▶ Fund and announce the creation of the Endowed Professorship in Black Culture.



Appreciation of Our Culture

Goal 1: Expand awareness, appreciation, and significance of Black Culture.

Objectives	Measures of Success
<p>Objective 1: Expose youth in underserved communities to Black Culture.</p> <p>Objective 2: Expose the larger community to the significance of the voices, experiences, and contributions of Black Culture on the world.</p>	<ul style="list-style-type: none"> ▶ Participation of cultural partners annually at the local, regional, and national levels. ▶ Participation by underserved communities in cultural awareness programs. ▶ Increased knowledge, appreciation, and understanding of Black Culture by youth in underserved communities. ▶ Participation by the larger community in the awareness, knowledge, appreciation, and understanding of the significance of Black Culture and its contributions to the world. ▶ Participation by Honorary Members and chapters in the awareness, exposure, and preservation of our cultural history.

Goal 2: Increase access to and promotion of positive culturally relevant content to the community-at-large and members of the Sorority.

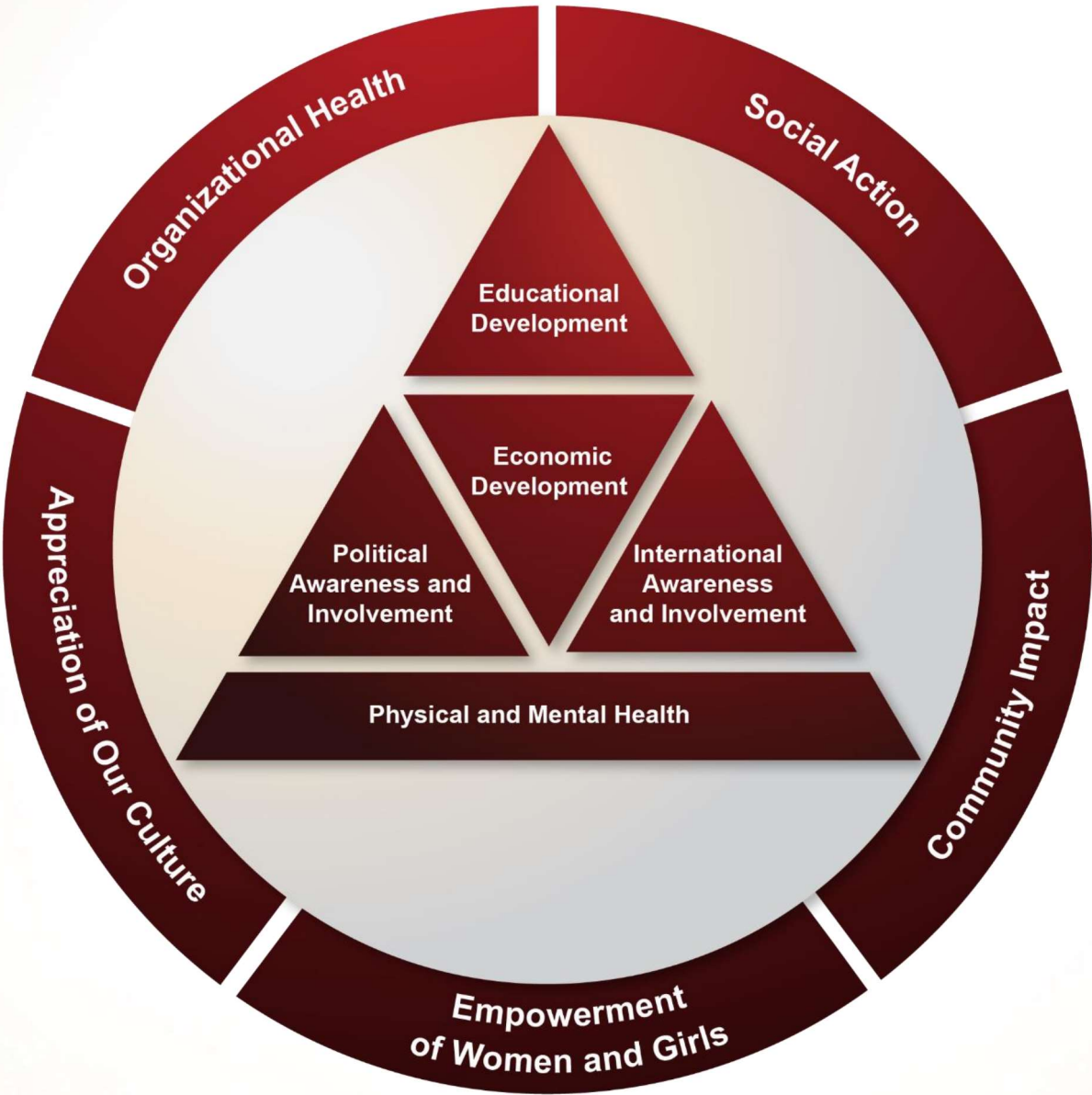
<p>Objective 1: Identify and partner with local, regional, and national partners committed to educating the community about the history and contributions of Black people.</p>	<ul style="list-style-type: none"> ▶ Increased participation in local cultural events. ▶ Increased number of cultural partnerships locally, regionally, and nationally. ▶ Increased knowledge, awareness, and exposure to local organizations steeped in Black culture. ▶ Increased understanding of the 1619 Project and other similar programs and the global impact.
---	---

Goal 3: Increase awareness and support of HBCU Cultural Programs.

Objective 1:

Leverage Delta's brand and influence to showcase HBCUs.

- ▶ Creation of a DELTA (Developing, Elevating, Leadership Through the Arts) Fellows and Mentoring program in partnership with selected colleges and universities.
- ▶ Participation by leading scholars and artists in the creation of significant opportunities to engage with the next generation of contributors to Black culture.
- ▶ Fund and announce the creation of the Endowed Professorship in Black Culture.



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DELTA SIGMA THETA SORORITY, INCORPORATED

NATIONAL STRATEGIC PLAN

2021-2026

TOOLKIT



DELTA SIGMA THETA SORORITY, INCORPORATED

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- II. **Overview of Strategic Planning**
- III. **The Current National Strategic Priorities/Plan**
- IV. **Strategic Planning Process**
- V. **Summary**
- VI. **Next Steps**
- VII. **Appendices**

INTRODUCTION

ΔΣΘ STRATEGIC PLAN
DELTA SIGMA THETA SORORITY, INCORPORATED

INTRODUCTION

At the 52nd National Convention in Houston, Texas, by action of the Grand Chapter in its amendment of bylaws, the Long-Range Planning Task Force officially became a standing committee with a new name – **the National Strategic Planning Committee.**



THE PURPOSE OF THE STRATEGIC PLAN COMMITTEE is to ensure compliance with Constitution and Bylaws, Article VI, Section 3, A.3 and Article VII, Section 1, P.2 to “develop, implement, and report to Grand Chapter a five-year strategic plan and recommend the priorities for the Sorority’s biennium.”

The key objective of the *Strategic Plan* is to chart a continuing path for the future of Delta Sigma Theta Sorority, Incorporated by leveraging the power of our members, the resources of our nonprofit and corporate partners, and an unrelenting focus on excellence in service within communities and at national headquarters.

THE PURPOSE OF THE TOOLKIT

is to help our members understand and implement the plan for Delta Sigma Theta as “One Delta transforming communities across the world.” This toolkit will serve as the “How to” guide for all levels of our organization.

The process will be shared throughout this document. Recognizing that each chapter is unique, we encourage you to utilize the toolkit and adapt your plan based on your policies and procedures, chapter size and the needs of your community.

OVERVIEW OF STRATEGIC PLANNING

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Overview of Strategic Planning

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Definitions

A **Strategic Plan** is a document used to communicate the organization's goals, the actions needed to achieve those goals, and all the other critical elements developed during the planning process.

Strategic planning is an organization's process of defining its strategy or direction and making decisions on allocating its resources to pursue this strategy.

Overview of Strategic Planning

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Definitions

Strategic management is the comprehensive collection of ongoing activities and processes that organizations use to systematically coordinate and align resources and actions with mission, vision and strategy throughout an organization.

Strategic management activities transform the static plan into a system that provides strategic performance feedback to decision making and enables the plan to evolve and grow as requirements and other circumstances change.

Strategy execution is the systematic implementation of a strategy.

Our Strategic Planning Framework

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DELTA SIGMA THETA SORORITY, INC. MISSION STATEMENT

Delta Sigma Theta Sorority, Incorporated is an organization of college educated women committed to the constructive development of its members and to public service with a primary focus on the Black community.

In realizing its mission, Delta Sigma Theta Sorority, Inc. provides an extensive array of public service initiatives through its **Five-Point Programmatic Thrust**:

- ▶ Educational Development
- ▶ Economic Development
- ▶ International Awareness and Involvement
- ▶ Physical and Mental Health
- ▶ Political Awareness and Involvement



Our Strategic Planning Framework

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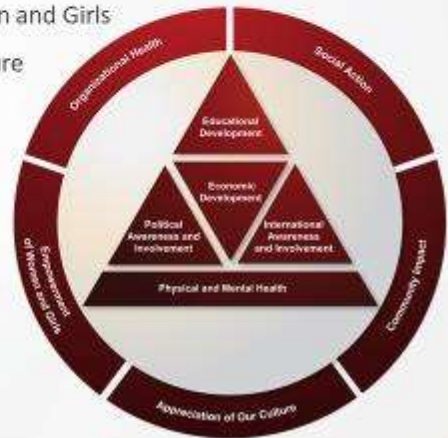
The Five-Year Strategic Plan is undergirded by the Five-Point Programmatic Thrust, which is the genesis of the “impact through service” mantra that defines the contributions of the Sorority throughout the world.

The Strategic Plan represents the next opportunity to define the focus and actions that will guide Delta Sigma Theta Sorority, Incorporated for the next five years – 2021-2026.

The strategic priorities are focused on our members, organizational infrastructure, and our **Five-Point Programmatic Thrust**.

The five priorities are

- 1) Organizational Health
- 2) Social Action
- 3) Community Impact
- 4) Empowerment of Women and Girls
- 5) Appreciation of our Culture

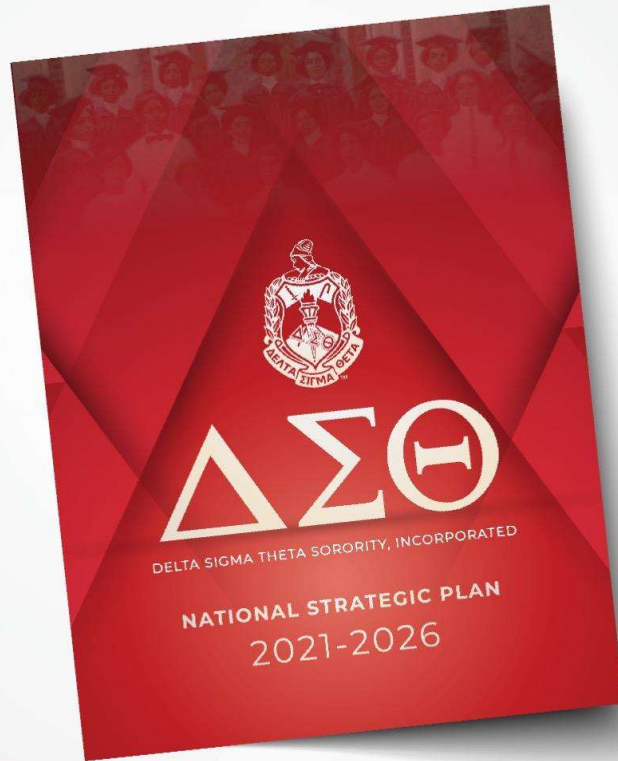


**THE CURRENT NATIONAL
STRATEGIC PRIORITIES/PLAN**

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Current Strategic Plan Summary

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**STRATEGIC PLANNING
PROCESS**

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Strategic Planning Process at the Chapter Level

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Appoint a Team



Appoint Team ●

The formulation of a Strategic Planning Team at the Chapter level is an important first step

The formulation of a Strategic Planning Team at the Chapter level is an important first step

- Appoint a strategic planning team, based on your chapter policies and procedures.
- This appointed team will be responsible for collaboratively drafting the strategic plan for chapter approval and implementation. All efforts must consider the varying levels of strategic planning expertise within the chapter.



Conduct Needs Assessment and Analysis



Analysis ●

Once a strategic team is in place, chapters should perform an analysis of needs of the areas they support.

Once a strategic team is in place, chapters should perform an analysis of needs of the areas they support.

- Collect/review source documents, including the National Strategic Plan.
- Gather Data to document current environment - community assessment, benchmarking, etc.
- Complete a chapter assessment focused on the opportunities to impact the community and identify gaps, if any, to support the ongoing strategic work.



Analysis Techniques-Gathering Data

Sample of Alignment to the Strategic Priorities

It is critical in the strategic planning process to align the findings of your assessment analysis with the national strategic priorities.

- This alignment ensures a strong connection between the goals and objectives and the actions, projects and initiatives that support achieving outcomes.
- A survey may be used to gather input from your target audience to determine how your chapter can best support the community.

Survey Approach



Analysis Techniques – Assess Needs, Opportunities, Gaps

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ASSESS

Consider various aspects of your organization/region/chapter.

- Identify through needs assessment how the chapter is best positioned to identify internal opportunities and service gaps to meet the most pressing community needs and support impact and transformational service.
- The technique is helpful in identifying **internal** strengths, opportunities, and gaps to meet identified needs aligned with the national strategic plan.



Develop Strategic Plan based on Cascading Model

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Cascading Goals

is a methodology used in Strategic Planning process that helps ensure alignment of strategic goals within the organization.

Goal Cascading is the process of clarifying the downward links from goals and objectives on the National level, to Regional and ultimately individual chapters.

It is important in any successful organization that there is one direction for the organization and all components of the organization exist to carry out its mission. When this is not the case, the organization finds itself moving in many different directions, overlapping, and duplicating efforts and expending valuable resources on work outside the goals of the organization. This creates confusion and excess or wasteful spending, as well as lack of cohesiveness.

Review our National Strategic Plan and your analysis in detail to determine what specific actions your chapter should take to execute our national plan.

Guiding Principle: We will be One Delta. This plan takes into consideration all levels of our organization, including brand and reputation, and is intended to support program development, alignment, and implementation at the member, chapter, regional and national level.



Cascading Goals Overview

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Cascading Goals Model

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At the chapter level, the strategic planning process will involve identifying the local strategy and actions to deliver programs that will have a long-term and measurable impact for the community your chapter serves.



Cascading Goals Model: Social Action

Social Action Goal

Serve as the leading organization for social change with a specific focus on public policies impacting the Black community.

Objective

Educate and raise awareness of the electoral process at the local, state, and national levels.

Implementation Strategy

Continuously educate the public and members about the electoral process.

Actions

- ▶ Lead voter engagement activities to increase knowledge about the electoral process
- ▶ Conduct events that support, encourage, and register eligible voters.
- ▶ Mobilize voters through engagement in Get Out the Vote (GOTV) campaigns.

Activity for Chapters:

Given the National Goals, what specific actions would you take at your local level to support this goal?

Define Outputs and Outcomes

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Outcomes and Outputs

In order to create the Actions in a strategic plan, consider the Outputs and Outcomes.

In order to create the Actions in a strategic plan, consider the Outputs and Outcomes.

An easy way to think of this is that **outcomes are the results**, and **outputs are the activities** that support the desired results.

For example, an organization outcome could be 'increased customer satisfaction'. An output that can help achieve this might be developing a responsive online ordering system.



Define Outputs and Outcomes

Delivering outputs, achieving outcomes

It is important to understand the difference in these terms not just for clarity, but because outputs are much easier to measure than outcomes.

● **Outputs** are the actions or items that contribute to achieving an outcome



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● **Outcomes** are what the organization wants or needs to achieve

Outputs are nearly always quantitative, with data available to show whether these have been delivered. Outputs are easy to report on and to validate. There is no grey area.

Outcomes are more challenging to verify because they are both qualitative and quantitative. Whether your outcomes have been achieved will rely, to a great extent, on the perception of the people who receive the service. Perceptions are not easy to measure or report on, but it is essential you find a way to do so.

Outputs versus Outcomes

Outputs

vs

Outcomes

- + Something you do
- + Activity driven
- + Tells story of what is produced
- + Summarizes your organization's activities

Example:

- # of test takers
- # of students enrolled
- # of citizens registered to vote

- ✓ Something that happens because of what you do
- ✓ Results driven
- ✓ Indicates effectiveness
- ✓ Assess the success or impact of an activity or program

Example:

- improved test scores
- increased graduation rates
- increased voter participation in elections

Implementation



Implementation

The most important part of implementing a strategy may be clearly communicating it

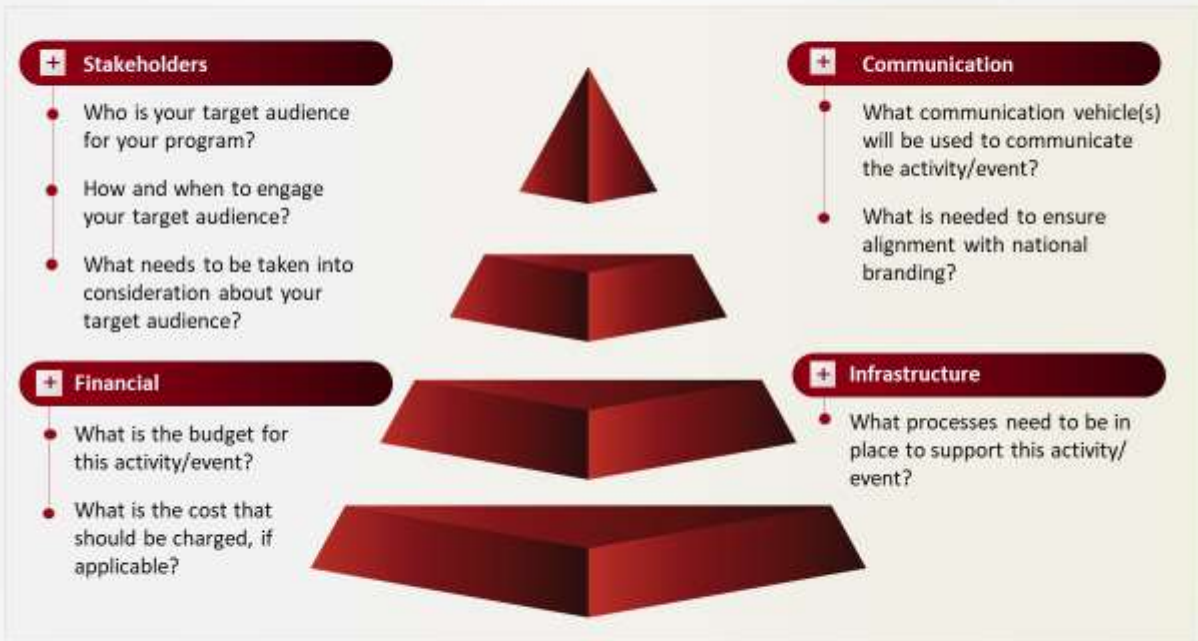
The most important part of implementing a strategy may be clearly communicating it

- The entire organization should be engaged and made aware of the Sorority's long-term vision.
- Each individual should understand how their role contributes to the overall organization's strategy.
- All the steps outlined during the strategy formulation process should be put into motion during strategy implementation.

Once everyone in the organization — and in particular, stakeholders and owners of specific action items — are aligned, it's time for **"a little less conversation, a little more action."**



Implementation Considerations



Strategy Evaluation



Strategy Evaluation

Every organization should strive for continuous improvement, and so part of the strategic planning process is taking a moment to monitor and adjust as needed.

Every organization should strive for continuous improvement, and so part of the strategic planning process is taking a moment to monitor and adjust as needed.

- The implementation of checkpoints into the overall plan, allows the identification of what's working and what's not.
- Strategy evaluation involves setting and adjusting benchmarks as needed, gathering feedback and measuring performance.
- The results of strategy evaluation can help establish best practices and inform future strategies.



Qualities of a Good Strategic Measure

Quantifiable

Making sure your measures are objective (based on statistical fact) and not subjective (based on instinct or "gut feel") is critical.

Understandable

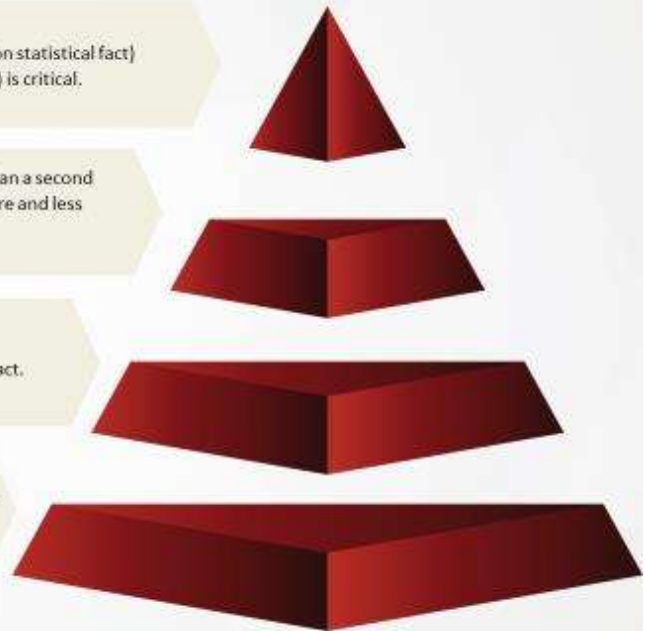
It should take someone in the organization less than a second to understand how you've performed on a measure and less than 10 seconds to understand the analysis or recommendations.

Actionable

You don't want to choose measures you can't impact.

Timely

At the very least, strategic measures should be looked at annually, and at the most, monthly. Any time frame longer than that makes it difficult to tie the measure in with your strategic plan.



Strategy Evaluation



When developing your **strategy evaluation** consider the following:

- + How will your chapter evaluate the effectiveness of the strategy?
- + How will you engage chapter members in evaluating the strategy?
- + How will you engage communities that you serve with evaluating the strategy?

Delta Sigma Theta Sorority, Incorporated Example – Evaluation

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	Outputs What did we accomplish?	Outputs How well did we do?	Outcomes Did it matter?
Metric	<ul style="list-style-type: none"> Performance 	<ul style="list-style-type: none"> Quality 	<ul style="list-style-type: none"> Impact
Audience	<ul style="list-style-type: none"> Chapter, Region, National 	<ul style="list-style-type: none"> Chapter, Regional, National 	<ul style="list-style-type: none"> Chapter, Regional, National Community stakeholders
Purpose	<ul style="list-style-type: none"> Ensure programs are delivered with transparency and accountability 	<ul style="list-style-type: none"> Ensure programs are effective, being delivered consistently and in full 	<ul style="list-style-type: none"> Ensure programs / services are creating the impact we expect (i.e., social change)
Strategic Questions to Consider	<ul style="list-style-type: none"> Are we implementing the programs/ services we identified? Are programs / services distributed to the communities that need them the most? 	<ul style="list-style-type: none"> Can our program/services be improved? How do our programs/services benchmark against others? Against best practices? How did we measure against our intended goals? 	<ul style="list-style-type: none"> Do our programs/services address the identified needs? How can we increase or expand the impact of our programs/ services? How have our program influenced other actions?

Review of National Strategic Plan at the Chapter Level

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Delta Sigma Theta Sorority, Incorporated Summary

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THE GOAL OF THE TOOLKIT was to help you understand and implement the strategic plan of Delta Sigma Theta in your area.

Recognizing that each chapter is different, we encourage you to utilize the toolkit and adapt your plan based on your policies and procedures, size, demographics and needs as we execute the plan of **“One Delta transforming communities across the world”**

This road map provided:

Highlights of the history and purpose of the National Strategic Planning Committee and this toolkit

- An overview of Strategic Planning
- The current National Strategic Priorities/Plan
- An overview of the Strategic Planning Process – the How to for all levels of the organization
- An Appendices of resources and templates

Next Steps

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Sorors,
the work continues,
and we need you!

Present the National Strategic Plan

to Grand Chapter at the 55th National Convention-November 2021

- Develop, Disseminate, and Execute the DID Strategic Plan schedule in partnership with the National Leadership Academy and Regional Leadership for execution -Spring 2022.
- Facilitate DID learning sessions at Regional/State/Cluster/Chapter meetings – Spring 2022
- Offer ongoing technical assistance to Regions and Chapters
- Emphasize that strategic planning is a must, not an option for continued growth of the organization



Delta Sigma Theta Sorority, Incorporated
Thank you!

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Contact the National Strategic Planning Committee to obtain assistance with your chapter-level strategic planning process



NATIONAL PRESIDENT

Beverly Evans Smith

NATIONAL EXECUTIVE COMMITTEE, NATIONAL BOARD OF DIRECTORS

National Strategic Planning Committee

Dr. Charlene Dukes, Chair

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APPENDIX A - SWOT Template

APPENDIX B - Output and Outcomes Template

Appendix A Internal Analysis

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Assess	Needs
Opportunities	Gaps

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Appendix B Template Outputs and Outcomes

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Programs	Participation - Outputs	Activity - Outputs	Outcomes

Example – Outputs and Outcomes in Delta’s Programs

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Programs	Participation - Output	Activity - Output	Outcomes
Delta Academy	Girls ages 11-14	<ul style="list-style-type: none"> ▪ Computer training ▪ Etiquette workshops ▪ Cultural experiences 	<ul style="list-style-type: none"> ▪ Improved self esteem ▪ Greater sense of self confidence
Financial Fortitude	Program participants	<ul style="list-style-type: none"> ▪ Workshops ▪ Financial plan 	<ul style="list-style-type: none"> ▪ Reduced gap between wealth and poverty
Mary Help of the Sick Mission	Mothers To Be in Kenya	<ul style="list-style-type: none"> ▪ Monetary donations 	<ul style="list-style-type: none"> ▪ Decreased infant mortality rate
Healthy Lifestyle: Total Woman: Mind, Body, And Spirit	Women striving to live healthy lives	<ul style="list-style-type: none"> ▪ Physical exercise ▪ Meditation 	<ul style="list-style-type: none"> ▪ Improved health ▪ Lower blood pressure ▪ Improved mental capacity
Voter Education/ Registration	Local citizens in your chapter’s service area	<ul style="list-style-type: none"> ▪ Voter registration drives ▪ Political forums 	<ul style="list-style-type: none"> ▪ Increased voter participation in local, state and national elections
