



Alpha Kappa Alpha Sorority, Incorporated®- Gamma Theta Omega Chapter
2017 - 2022 Strategic Plan UPDATE
September 2020

“Your Voice Our Choice: On Target to Build a Legacy of Success”

BACKGROUND

On December 7, 1940, Gamma Theta Omega (Chapter) became the second graduate chapter of Alpha Kappa Alpha Sorority, Incorporated (Alpha Kappa Alpha) to be chartered in the State of Florida. Gamma Theta, Omega, a Diamond Chapter, has served the Tampa Bay community for over 75 years logging countless hours of service. Currently, the Chapter is a sisterhood of over 200 talented and caring women, including the 28th International President, Carolyn House Stewart, Esq., and the 17th South Atlantic Regional Director and the Chairman of the 2014-2018 Alpha Kappa Alpha’s Strategic Planning Committee, Marsha Lewis Brown.

In March 2015, in response to a directive given by Alpha Kappa Alpha, the Chapter embarked upon the development of a strategic plan. The guidance provided by Alpha Kappa Alpha to the Chapter in the development of the Strategic Plan (Plan), consisted of the following recommendations: the Plan should be in alignment with Alpha Kappa Alpha’s Mission and in fulfillment of its Vision; include general goals and objectives relative to Alpha Kappa Alpha’s 2010-2020 Strategic Plan; and, goals and objectives that pertain to the following areas:

- › Financial Management
- › Program Management
- › Organizational Brand and Public Outreach

The directive received from Alpha Kappa Alpha was very timely and immediately embraced by the Chapter. The Chapter has changed enormously since its inception and more rapidly in recent years. These changes have been influenced by the: size of the Chapter; generational and cultural differences; and, environmental factors. The changes that have been experienced demand that for continued

success, the Chapter must: nurture and engage its membership; manage its organization more effectively and efficiently; implement programs and initiatives in profoundly different ways than it has in the past; and, plan for financial stability/sustainability. These influences/changes require the Chapter to become a chapter that will either enhance or eliminate past practices and be open to new ways of pursuing the Chapter's Vision and Mission (Service to All Mankind).

The objective of the Plan was three-fold:

1. To educate, inspire and empower Sorors to affirm the mission, vision and values of Alpha Kappa Alpha Sorority.
2. To provide the Chapter with an executable roadmap for future success.
3. To provide a specific plan of action and measurable goals to ensure organizational excellence.

The key components in the development of the Plan were as follows:

1. Mission Statement
 - The mission statement is a statement of the Chapter's purpose.
2. Vision Statement
 - The vision statement is a description of what the Chapter will look like if it succeeds in implementing its strategies and achieves its full potential.
3. Values Statement and Guiding Principles
 - The values statement is what the Chapter envisions for itself. The values state the expected behavior and what drives the Chapter. Guiding principles establish the framework within which the Chapter will pursue its vision.
4. Environmental Assessment
 - The strengths and weaknesses of the Chapter are catalogued and evaluated. Strategic implications are noted.
5. Strategic Priorities
 - The strategic priorities are the values identified via the assessment process that are the fundamental challenges affecting and/or that could affect the Chapter's ability to be successful and achieve its goals.
6. Strategic Goals and Action Plans
 - The strategic goals are long term Chapter targets developed to address the Strategic priorities. The action plans outline: what is to be done; the success metrics; timeline; budget implications; and who is accountable for implementation.

7. Implementation and Maintenance of the Plan

- The implementation and maintenance of plan outlines who is responsible for the implementation, maintenance, and evaluation of the Plan.

In February 2017, Gamma Theta Omega, hereafter referred to in this report as the Chapter, adopted the 2017-2022 Strategic Plan. The Plan had four strategic priorities that were in alignment with the focus areas identified in the Alpha Kappa Alpha Sorority, Incorporated's 2010-2020 Strategic Plan.

In March 2017, the Plan was presented to Soror Marsha Lewis Brown, who was the Chairman of the International Strategic Planning Committee (2014-2016 and 2016-2018), for submission to the South Atlantic Regional Director.

In July 2017, the Chapter was recognized at the 2017 Leadership Seminar, held in Las Vegas Nevada, for developing the Plan during 2014-2017.

In July 2018, the Chapter received a copy of the 2018-2028 Strategic Plan for Alpha Kappa Alpha, Inc. The 2018-2028 Strategic Plan for Alpha Kappa Alpha, Inc. includes the 2010-2020 Strategic Plan's strategic goals and the following four additional strategic goals: *Leadership Development; Collaborations and Partnerships; Risk Management and Technology.*

A review of the 2018-2028 Strategic Plan for Alpha Kappa Alpha, Inc. revealed new initiatives that should be incorporated in the Chapter's Plan. In an effort to address emerging issues and continue to be in alignment with Alpha Kappa Alpha's strategic goals, the 2017-2022 Plan for Gamma Theta Omega has been updated.

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¹ Initial map was developed by Soror Joli-Cooper Nelson.

OVERVIEW OF CHANGES

In July 2018, the Chapter received a copy of the 2018-2028 Strategic Plan for Alpha Kappa Alpha, Inc. The 2018-2028 Strategic Plan for Alpha Kappa Alpha, Inc. includes the 2010-2020 Strategic Plan's strategic goals and the following four additional strategic goals:

- *Leadership Development*
- *Collaborations and Partnerships*
- *Risk Management*
- *Technology*

In response to the update, Gamma Theta Omega proposes to update its 2017-2022 Plan to align with the 2018-2028 Strategic Plan for Alpha Kappa Alpha. The majority of the strategic goals and key actions noted in the Chapter's 2017-2022 Plan are congruent with the goals outlined in the 2018-2028 Strategic Plan for Alpha Kappa Alpha. As such, the changes for updating the Chapter's Plan are not major and are as follows:

1. The strategic goals are listed in the same order as indicated in the 2018-2028 Strategic Plan for Alpha Kappa Alpha, Inc. The four new goals have been added (Leadership Development, Collaborations and Partnerships; Risk Management and Technology). Please note that the Chapter's current Plan has key actions regarding leadership and development; collaborations and partnerships; and technology. In this update, the key actions have been included under the new priority headings and where applicable, relevant actions have been added.

2. A goal for Risk Management has been included. The goal is written per the 2018-2028 Strategic Plan for Alpha Kappa Alpha and referenced.

3. A key action regarding the Membership Intake Process (MIP) has been included for the goal for membership. The key action is written as stated in the 2018-2028 Strategic Plan for Alpha Kappa Alpha and referenced.

4. Key actions regarding the Chapter’s Mission, Vision, and Guiding Principles have been included for the goals pertaining to membership and structure and operations. The key action for structure and operations contains wording from the 2018-2028 Strategic Plan for Alpha Kappa Alpha and is referenced.

5. A key action regarding the goal for Programs of Service has been changed to incorporate Alpha Kappa Alpha’s new program theme and five target areas.

6. The format for the Strategic Goals has been changed to include a column entitled “Bylaw Impact” as displayed in the 2018-2028 Strategic Plan for Alpha Kappa Alpha, Inc.

The changes noted are for the Chapter’s 2017-2022 Plan and are not all inclusive of the language included in the 2018-2028 Strategic Plan for Alpha Kappa Alpha.

Alpha Kappa Alpha Sorority, Inc. 2010-2020 STRATEGIC GOALS	Gamma Theta Omega 2017-2022 STRATEGIC GOALS
<ul style="list-style-type: none"> • Membership • Sisterly Relations and Ethics • Structure and Operations • Programs of Service • Finance and Sustainability 	<ul style="list-style-type: none"> • Membership and Sisterly Relations • Financial Stability and Sustainability • Organizational Infrastructure and Operational Processes • Community Impact and Visibility (Programs of Service)
Alpha Kappa Alpha Sorority, Inc. 2018-2028 STRATEGIC GOALS	Gamma Theta Omega 2017-2022 (Updated) STRATEGIC GOALS

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

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

The Plan serves as our Chapter’s primary action planning guide, focused on short and long-term goals; objectives; and, action plans. The Plan represents the “Voice of the Chapter” for desired outcomes it would like to achieve over the next years (4) years. The Plan reveals the kind of initiatives that the Chapter will undertake to advance its legacy of sisterhood, service, scholarship leadership, and community impact.

The Plan represents the collective voice of the Chapter and is a roadmap that will guide the Chapter’s efforts in “*Advancing our Legacy of SISTERHOOD, SERVICE, SCHOLARSHIP, LEADERSHIP, AND COMMUNITY IMPACT.*”

Sorors, this is an exciting time for Gamma Theta Omega. We heard you and the Chapter will need your support to achieve the goals and initiatives that are outlined in the Plan. The Plan has been implemented in steps with some initiatives having already been undertaken.

As with any Plan, the Plan will be revised as needed to ensure that the Chapter honors its Plan as a road map that provides direction regarding the Chapter’s mission, vision, and values.

MISSION STATEMENT²

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

VISION STATEMENT³

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

VALUES STATEMENT and GUIDING PRINCIPLES

As lifelong servant-leaders, the Sorors of Gamma Theta Omega⁴ continuously strive to exemplify and maintain a legacy of SISTERHOOD, SERVICE, SCHOLASTIC ACHIEVEMENT, LEADERSHIP, and the HIGHEST ETHICAL STANDARDS. Critical to our legacy building work are: *INCLUSION, COMMUNICATION, AND TRANSPARENCY*.

The values we embrace and exemplify are in all fourteen (14) of Alpha Kappa Alpha's guiding principles. More specifically, information obtained from Sorors during the strategic planning process revealed that five of the principles, in rank order, serve as the foundation of who we are and who we want to become. The five guiding principles are:

- | | |
|----------------------|---|
| 1. SISTERHOOD | Our behavior will cultivate an atmosphere in which women are encouraged to achieve their highest goals, hopes and dreams. |
| 2. LEADERSHIP | Our activities will advance the training and development of leaders. |
| 3. ECONOMICS | Our organization will endorse solid economic practices and economic empowerment. |

² Alpha Kappa Alpha Sorority, Incorporated® Constitution and Bylaws 2014 Article II-Purpose

³ Alpha Kappa Alpha Sorority, Incorporated July 2010-2020 Strategic Plan

⁴ This statement was developed by Soror Joli Cooper-Nelson.

4. COMMUNICATION

Our organization will foster an environment of effective communication.

5. HIGH ETHICAL STANDARDS

Our members and officers will exemplify high ethical standards.

In summary, Gamma Theta Omega values our commitment to sisterhood, leadership, economics, communication, and high ethical standards. We will develop and implement initiatives that embody our values.

STRATEGIC PRIORITIES AND GOALS

As a result of the data received from the SWOT Analysis, Focus Groups, and Chapter Membership Survey and a review of Alpha Kappa Alpha Sorority's 2018-2028 Strategic Plan, nine strategic priorities have been identified that are in alignment with the focus areas identified in the Alpha Kappa Alpha Sorority's 2018-2028 Strategic Plan. The nine strategic priorities and goals will drive the Chapter's operational plans and resource allocation. The priorities and goals are:

STRATEGIC PRIORITY 1 MEMBERSHIP

GOAL: Optimize the membership experience at every level of membership to cultivate, nurture, and maintain an engaged sisterhood that promotes unity and friendship; lifelong membership; and leadership development.

STRATEGIC PRIORITY 2 SISTERLY RELATIONS AND ETHICS

GOAL: *Promote and address the moral and cultural issues of character, respect, high ethical standards and unity of purpose and commitment as addressed in the Soror Code of Ethics.⁵*

STRATEGIC PRIORITY 3 LEADERSHIP DEVELOPMENT

GOAL: *Implement activities and training that empowers members to be leaders within the Chapter consistent with the mission to cultivate and encourage high scholastic and ethical standards.⁶*

STRATEGIC PRIORITY 4 STRUCTURE AND OPERATIONS

GOAL: Enhance the Chapter's governance to advance the Chapter's effectiveness and sustainability in support of the membership and its mission by strengthening organizational infrastructure and operational processes.

STRATEGIC PRIORITY 5 PROGRAMS OF SERVICE

GOAL: Enhance implementation of Alpha Kappa Alpha's Programs of Service locally and the Chapter's programs by increasing community impact and visibility.

⁵ Alpha Kappa Alpha Sorority, Incorporated July 2018-2028 Strategic Plan

⁶ Alpha Kappa Alpha Sorority, Incorporated July 2018-2028 Strategic Plan

STRATEGIC PRIORITY 6 FINANCE AND SUSTAINABILITY

GOAL: Improve financial stability and sustainability to support the Chapter’s programs and organizational infrastructure by developing, implementing, and enhancing operational efficiencies and working in partnership with Gamma Theta Omega, Incorporated (GTO, Inc.) to secure diverse revenue sources.

STRATEGIC PRIORITY 7 COLLABORATIONS AND PARTNERSHIPS

GOAL: Maintain and expand collaborative relationships.⁷

STRATEGIC PRIORITY 8 RISK MANAGEMENT

GOAL: Identify, quantify and manage risk exposure for the Chapter.⁸

STRATEGIC PRIORITY 9 TECHNOLOGY

GOAL: Use technology to improve the delivery and impact of programs of service, enhance communication and collaboration and streamline processes.⁹

⁷ Alpha Kappa Alpha Sorority, Incorporated July 2018-2028 Strategic Plan

⁸ Alpha Kappa Alpha Sorority, Incorporated July 2018-2028 Strategic Plan

⁹ Alpha Kappa Alpha Sorority, Incorporated July 2018-2028 Strategic Plan



Pearls of Wisdom from the 2015 Focus Group Sessions

“We have to be sisterly to each other before we can reach out into the world.” Golden Sorors

“We have to remember why we are members. Who are we? What do we want to do in this community to make a difference? We do not want to be known as the lowest denominator or for doing the same old things. We have to remember our history. The purpose was set: Scholarship.” Golden Sorors

“True leaders emerge over time; not sporadically.” Basilei Council

“Every organization grows by bringing in young Sorors.” Basilei Council

STRATEGIC PRIORITY 1 MEMBERSHIP

GOAL: *Optimize the membership experience at every level of membership and broaden the membership base in an effort to cultivate, nurture, and maintain an engaged sisterhood that promotes unity and friendship; lifelong membership; and, leadership development.*

TACTICAL OBJECTIVES	KEY ACTIONS	SUCCESS METRICS	TIMELINE	BUDGET IMPACT	BYLAW IMPACT	RESPONSIBILITY
A. Cultivate, Nurture, and Maintain An Engaged Sisterhood	1. Continue annual new member Chapter’s orientation with the focus of enhancing members’ understanding of the: Chapter’s Mission, Vision, and Guiding Principles; Chapter’s programs; the Soror Code of Ethics; internal chapter operations; and, to promote Sisterly Relations.	75% satisfactory survey rating in the categories of <i>meeting expectations and usefulness/ relevance of the orientation.</i>	Annually	Cost to Implement		Membership and Sisterly Relations Committees
	2. Increase participation at the Chapter’s retreat by engaging the membership in the development of the agenda and format. Leverage social media and other mediums to promote participation.	A 5% increase in participation up to a total 25% increase in membership participation over a five year period.	2017-2022	Cost to Implement		Executive Board Membership Committee

STRATEGIC PRIORITY 1 MEMBERSHIP

GOAL: *Optimize the membership experience at every level of membership and broaden the membership base in an effort to cultivate, nurture, and maintain an engaged sisterhood that promotes unity and friendship; high ethical standards; lifelong membership; and, leadership development.*

TACTICAL OBJECTIVES	KEY ACTIONS	SUCCESS METRICS	TIMELINE	BUDGET IMPACT	BYLAW IMPACT	RESPONSIBILITY
	3. Review the current on-line resource system established for capturing membership data (profiles) to determine capabilities and ease of access.	System reviewed and changes made if applicable.	2017	None		Executive Board Membership Technology
	4. Promote usage of on-line resource system for capturing membership data by encouraging members to enter data (i.e., create and/or update profile). Hard copies of Member Profile form will be available for completion where applicable.	60% of the membership will have a completed member profile in the system by year-end.	December 2017-2022	Cost to Implement		Executive Board Membership Technology
	5. Utilize the Member Profile information to develop a skills bank and link members with Committees that meet their skill sets.	Skills bank developed Committee assignments reflecting linkage	2019-2022	None		Executive Board
	6. Ensure that courtesies are extended to members and their families consistent with the Chapter's guidelines.	Documentation of courtesies extended.	On-going	Cost to Implement		Courtesy and Hospitality Committee Member-at-Large

STRATEGIC PRIORITY 1 MEMBERSHIP

GOAL: *Optimize the membership experience at every level of membership and broaden the membership base in an effort to cultivate, nurture, and maintain an engaged sisterhood that promotes unity and friendship; high ethical standards; lifelong membership; and, leadership development.*

TACTICAL OBJECTIVES	KEY ACTIONS	SUCCESS METRICS	TIMELINE	BUDGET IMPACT	BYLAW IMPACT	RESPONSIBILITY
	7. Where applicable, review for consideration requests presented by members of the Chapter who are experiencing extraordinary financial hardships; who are infirmed and/or seeking relief from dues/assessments.	Review of requests made during the year. Number of requests reviewed/honored. <i>All requests are confidential.</i>	On-going	Cost to Implement		Member-at-Large Heart Committee
	8. Expand opportunities for obtaining input from members on core processes and concerns.	Identify two (2) additional means to gather feedback from members.	2020-2022	None		Member-at-Large
	9. Compile input received from members and report results to the Chapter.	Report generated of findings, recommendations, and actions taken.	2020-Ongoing			Member-at-Large
B. Broaden the Membership Base	1. Obtain data on members who are in transition from undergraduate college; general members in the community; inactive members; and keep them informed of the Chapter's events. 2. Continue to review the Membership Intake Process (MIP) and the effectiveness of recruiting members who exemplify the qualities of the Membership Goal.	1. Documentation of the number of contacts made. 2. Number of Sorors contacted who transfer and/or reactivate. 3. Documentation of review.	2017-2022 2019-Ongoing	None		Membership Committee Graduate Advisors Philacter Membership Committee

STRATEGIC PRIORITY 2 SISTERLY RELATIONS & ETHICS

GOAL: *Promote and address the moral and cultural issues of character, respect, high ethical standards and unity of purpose and commitment as addressed in the Soror Code of Ethics.¹⁰*

TACTICAL OBJECTIVES	KEY ACTIONS	SUCCESS METRICS	TIMELINE	BUDGET IMPACT	BYLAW IMPACT	RESPONSIBILITY
A. Enhance Implementation of the Sisterly Relations Initiative	1. Leverage social media and other mediums to promote participation in sisterly relations activities.	A 5% increase in participation up to a total 25% increase in membership participation over a five year period.	Ongoing	None		Sisterly Relations Committee
	2. Evaluate the impact of each Sisterly Relations activity via a customized survey for each event.	100% satisfactory survey rating. Results reported to the membership.	2017-Ongoing	None		Sisterly Relations Committee
	3. Raise an awareness of the Soror Code of Ethics by: • Presenting a “Sisterly Tip of the Month” related to the Soror Code of Ethics via one or more of the following mediums: online resources, Pearlformation, Ivy Connection, and/or during	The “Sisterly Tip of the Month” will be one of the nine (9) rules of conduct listed for the Soror Code of Ethics. All nine rules will be presented during the program year	2017-2022	Cost to Implement		Sisterly Relations Committee

¹⁰ Alpha Kappa Alpha Sorority, Incorporated July 2018-2028 Strategic Plan

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TACTICAL OBJECTIVES	KEY ACTIONS	SUCCESS METRICS	TIMELINE	BUDGET IMPACT	BYLAW IMPACT	RESPONSIBILITY
	<p>sisterly relations activities.</p> <ul style="list-style-type: none"> • Drive adherence and compliance with the Soror Code of Ethics throughout all member interactions. Determine consequences of noncompliance up to, escalating as appropriate, Alpha Kappa Alpha. 	<p>Effective utilization of the Member-at-Large, mediation, and Mentoring Program to immediately address issues as they occur.</p>	<p>2017-2022</p>	<p>None</p>		<p>Basileus Member-at-Large Membership Committee</p>
<p>B. Continue to promote sisterly relations as an essential part of the chapter.</p>	<p>1. Conduct a quarterly review of the Mentoring Program that was fully implemented on 10/18/16 to ensure members are engaged and objectives are being met.</p>	<p>75% satisfactory survey rating of participants.</p> <p>100% participation of new, transferred and reactivated Sorors participating in the Mentoring Program during the year reported.</p> <p>100% completion of the participants in the Mentoring Program during the program year reported.</p>	<p>Quarterly</p> <p>Year-End</p> <p>Year-End</p>	<p>Cost to Implement</p>		<p>Sisterly Relations Committee</p>

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TACTICAL OBJECTIVES	KEY ACTIONS	SUCCESS METRICS	TIMELINE	BUDGET IMPACT	BYLAW IMPACT	RESPONSIBILITY
	2. Clarify and strengthen the role of Hostess Groups to improve communication and enhance sisterly relations.	Role identified and formalized.	2017-2022	None		First Anti-Basileus Hostess Group Chairmen
	3. Meet with members randomly to discuss the pulse of the Chapter and facilitate fair and conciliatory resolutions when disputes arise between members.	Information provided to Basileus and/or Executive Board.	On-going	None		Member-at-Large

STRATEGIC PRIORITY 2 SISTERLY RELATIONS & ETHICS

GOAL: *Promote and address the moral and cultural issues of character, respect, high ethical standards and unity of purpose and commitment as addressed in the Soror Code of Ethics.¹¹*

TACTICAL OBJECTIVES	KEY ACTIONS	SUCCESS METRICS	TIMELINE	BUDGET IMPACT	BYLAW IMPACT	RESPONSIBILITY
C. Embrace Generational Differences	1. Host a “Tech Buddies” workshop for the membership.	Participation of at least 10 seasoned and “buddy”members.	Ongoing	Cost to Implement		Sisterly Relations Committee Technology Committee
	2. Continue to honor the Chapter’s Golden and Silver Star Sorors.	Host annual Golden and Silver Stars Sorors’ celebration.	2017- Ongoing	Cost to Implement		History Committee Membership Committee Sisterly Relations Committee Protocol Committees

¹¹ Alpha Kappa Alpha Sorority, Incorporated July 2018-2028 Strategic Plan

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TACTICAL OBJECTIVES	KEY ACTIONS	SUCCESS METRICS	TIMELINE	BUDGET IMPACT	BYLAW IMPACT	RESPONSIBILITY
	<p>3. Continue to keep the lines of communication open with the undergraduate chapters and contribute to the enhancement of the undergraduate sisterhood.</p>	<p>Conduct at least two (2) joint chapter meetings with the undergraduate chapter.</p> <p>Undergraduate Chapter members were represented at two (2) Chapter programs and one (1) fundraising activity during the calendar year.</p> <p>Graduate chapter members attended two (2) undergraduate chapter programs and two (2) fundraising activities during the calendar year.</p> <p>100% participation of undergraduates and Undergraduate Activities Committee members in the Mentoring Program during the year reported.</p>	<p>Ongoing</p> <p>2020-2022</p>	<p>None</p>		<p>Undergraduate Advisory Council</p>

STRATEGIC PRIORITY 3 LEADERSHIP DEVELOPMENT

GOAL: *Implement activities and training that empowers members to be leaders within the Chapter consistent with the mission to cultivate and encourage high scholastic and ethical standards.¹²*

TACTICAL OBJECTIVES	KEY ACTIONS	SUCCESS METRICS	TIMELINE	BUDGET IMPACT	BYLAW IMPACT	RESPONSIBILITY
A. Create a process for recognizing, developing, and retaining effective leaders.	Develop and implement leadership development and succession plans.	1. Core competencies developed are necessary for effective leadership and succession planning (i.e., training that empowers; consistent with the mission; effective leadership development; required leadership for the future of the Chapter). It is incumbent upon the responsible entities to identify the core competencies.	Ongoing	Cost to Implement		Basileus Ad Hoc Committee
		2. Succession Plan Developed	2021			
		3. Succession Plan Implemented	2021			

¹² Alpha Kappa Alpha Sorority, Incorporated July 2018-2028 Strategic Plan

STRATEGIC PRIORITY 4 STRUCTURE AND OPERATIONS

GOAL: *Enhance the Chapter’s governance to advance the Chapter’s effectiveness and sustainability in support of the membership and its mission by strengthening organizational infrastructure and operational processes.*

TACTICAL OBJECTIVES	KEY ACTIONS	SUCCESS METRICS	TIMELINE	BUDGET IMPACT	BYLAW IMPACT	RESPONSIBILITY
A. Maintain governing documents and ensure transparency.	1. Ensure that all governing documents, are updated as needed and are in compliance with Alpha Kappa Alpha’s requirements(i.e. Governance).	Documents updated within 90 days of acceptance	Ongoing; Documents updated within 90 days of acceptance.	None		Parliamentarian Standards Committee Technology Committee
	2. Provide easy access of governing documents to all members.	Documents placed on protected website for electronic viewing. Hard copies provided where applicable.	On-Going	Cost to Implement		Parliamentarian Standards Committee Technology Committee
B. Maintain the Strategic Plan as a “Living Document”	1. Drive implementation, monitoring, and evaluation of the strategic objectives and corresponding action plans. Report results to the Chapter.	Updates reported at forums established by the Basileus.	Ongoing	None		Basileus Strategic Planning Committee

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TACTICAL OBJECTIVES	KEY ACTIONS	SUCCESS METRICS	TIMELINE	BUDGET IMPACT	BYLAW IMPACT	RESPONSIBILITY
	2. Conduct an ongoing review of the Vision, Mission, and Guiding Principles and their continued relevance as it relates to the needs of the membership, the local community and the Mission of Gamma Theta Omega.	The Vision, Mission, and Guiding Principles reviewed annually at the beginning of a new year, during the Chapter's retreat and orientation.	2019-2022			Basileus Executive Board Strategic Planning Committee

STRATEGIC PRIORITY 4 STRUCTURE AND OPERATIONS

GOAL: *Enhance the Chapter’s governance to advance the Chapter’s effectiveness and sustainability in support of the membership and its mission by strengthening organizational infrastructure and operational processes.*

TACTICAL OBJECTIVES	KEY ACTIONS	SUCCESS METRICS	TIMELINE	BUDGET IMPACT	BYLAW IMPACT	RESPONSIBILITY
C. Enhance Efficient and Effective Committee Operations	1. Develop a process for the annual review and update of the Chapter’s Standard Operating Policy and Procedure Manual(SOPs) to encourage timely review and determine whether a process is relevant, obsolete, or needs to be added	Review processes developed and include process in the SOPs.	Ongoing	None		Bylaws Committee Standards Committee
	2. Conduct an annual review of SOPs and propose changes where applicable.	Reviewed conducted and proposed changes documented, approved, published, and presented to the Chapter.	On-going	TBD		Standards Committee Bylaws Committee Technology Committee
	3. Review and monitor implementation of written operational procedures (SOPs) against the actual operations of Committees. Ensure collaborative efforts across functions/committees.	Review and monitor Committees operation. Determine utilization of written operational procedures. Conduct training. Report to the Chapter	Quarterly Quarterly Annually Semi-Annually	TBD		Standards Committee

STRATEGIC PRIORITY 5 PROGRAMS OF SERVICE

GOAL: *Enhance implementation of Alpha Kappa Alpha’s Programs of Service locally and the Chapter’s programs by increasing community impact and visibility*

TACTICAL OBJECTIVES	KEY ACTIONS	SUCCESS METRICS	TIMELINE	BUDGET IMPACT	BYLAW IMPACT	RESPONSIBILITY
A. Implement required Alpha Kappa Alpha’s Programs of Service in accordance with established guidelines.	<p>Continue to implement the following five target areas of Alpha Kappa Alpha’s 2018-2022 platform under the theme “Exemplifying Excellence Through Sustainable Service”:</p> <p>TARGET 1: HBCU FOR LIFE: A CALL TO ACTION (<i>Alpha Kappa Alpha’s 2018-2022 Signature Program, #CAP is included under Target 1.</i>)</p> <p>TARGET 2: WOMEN’S HEALTHCARE AND WELLNESS</p> <p>TARGET 3: BUILDING YOUR ECONOMIC LEGACY</p> <p>TARGET 4: THE ARTS!</p> <p>TARGET 5: GLOBAL IMPACT</p>	All five targets areas implemented in accordance with established guidelines.	2018-2022	Cost to Implement		1st Anti-Basileus Program Committees Standards Committee Protocol Committee
B. Measure Community Impact of Programs and Services	Establish a baseline for impact and measure success/impact of programs based upon feedback received from the community	Baseline established.	2017 and Ongoing	TBD		1st Anti-Basileus Program Committees

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TACTICAL OBJECTIVES	KEY ACTIONS	SUCCESS METRICS	TIMELINE	BUDGET IMPACT	BYLAW IMPACT	RESPONSIBILITY
<p>C. Monitor the effectiveness of all of the Chapter's local programs including but not limited to:</p> <p>Emerging Young Leaders (EYL) Precious Pearls ASCENDsm Ivy AKAdemy Miss Teenage Tampa</p>	<p>Continue to monitor the effectiveness and community impact of the Chapter's local programs to determine sustainability as it relates to cost effectiveness (Return On Investment) and the successful implementation of Alpha Kappa Alpha's Programs of Service.</p>	<p>Results reported to the membership and changes made where applicable.</p>	<p>Annually</p>		<p>TBD</p>	<p>1st Anti-Basileus Standards Committee Programs Committees</p>

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TACTICAL OBJECTIVES	KEY ACTIONS	SUCCESS METRICS	TIMELINE	BUDGET IMPACT	BYLAW IMPACT	RESPONSIBILITY
<p>D. Leverage and integrate marketing and communication strategies to increase awareness of programs (brand management); and generate more community support/participation.</p>	<p>1. Develop and implement a strategic communication plan on one (1) community service project that will help the Chapter integrate all mediums of communication and identify target audiences. Measure success of implementation.</p>	<p>Communication Plan developed and implemented for one (1) community service project.</p> <p>Program advertised via two (2) new media contacts.</p> <p>Community Plan model/ template developed in 2019 followed for marketing of all programs and changed as needed. Plan made available on GTO members-only website - Committee Chairman Toolbox</p> <p>Increased traffic on online resources utilized for marketing.</p>	<p>2019</p> <p>2019-2022</p> <p>2019-2022</p> <p>2020-2022</p>	<p>Cost to Implement</p> <p>TBD</p>		<p>First Anti-Basileus Programs Committee Ivy Leaf Reporter Technology Committee</p>

STRATEGIC PRIORITY 6 FINANCE AND SUSTAINABILITY

GOAL: *Improve financial stability and sustainability to support the Chapter’s programs and organizational infrastructure by developing, implementing, and enhancing operational efficiencies; providing transparency; and working in partnership with Gamma Theta Omega, Incorporated to secure diverse revenue sources.*

TACTICAL OBJECTIVES	KEY ACTIONS	SUCCESS METRICS	TIMELINE	BUDGET IMPACT	BYLAW IMPACT	RESPONSIBILITY
A. Enhance Operational Efficiencies <i>(Identify, review, recommend and implement the most efficient and effective procedures for receipt and disbursement of funds)</i>	1. Create process map for receipts and disbursement of funds and add to on-line resources.	Two process flows created and launched via online resource.	2019	Cost to Implement		Finance Committee
	2. Initiate the development of a strategic budgeting process. Solicit Finance committee member’s involvement in documenting current process.	Report on the feasibility of implementing the process.	2019	None		Executive Board Finance
	3. Complete overall review of Financial policies and procedures to identify gaps/missing documented procedures.					Finance Committee
	4. Develop a monitoring tool to ensure compliance with established procedures.					
	5. Coordinate the completion of external audit.					
	6. Conduct an internal audit.					

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TACTICAL OBJECTIVES	KEY ACTIONS	SUCCESS METRICS	TIMELINE	BUDGET IMPACT	BYLAW IMPACT	RESPONSIBILITY
	7. Meet with the financial officers and budget finance committee to review audit results. Present results to the Executive Board.					
B. Provide Training and On-Going Technical Assistance	1. Conduct at least two (2) trainings (with standard training curriculum) annually for Committee Chairmen/ Officers and the membership on the budget and processes.	Trainings conducted and a Finance committee member assigned to each Committee.	Annually	Cost to Implement		Executive Board Finance Committee Committee Chairmen
	2. Determine feasibility of mandatory budget and process training.					
	3. Assign a go-to resource to work with committees on finance questions e.g. budget process.					

STRATEGIC PRIORITY 6 FINANCE AND SUSTAINABILITY

GOAL: *Improve financial stability and sustainability to support the Chapter’s programs and organizational infrastructure by developing, implementing, and enhancing operational efficiencies; providing transparency; and working in partnership with Gamma Theta Omega, Incorporated to secure diverse revenue sources.*

TACTICAL OBJECTIVES	KEY ACTIONS	SUCCESS METRICS	TIMELINE	BUDGET IMPACT	BYLAW IMPACT	RESPONSIBILITY
C. Provide Transparency	1. Continue to keep members informed about the operating budget and expenses via the online resource and reports made available during Chapter meetings.	Reports generated and made accessible via online resource and hard copies distributed during Chapter meetings.	Monthly	Cost to Implement		Finance Committee
D. Ensure effective use of resources.	1. Measure and evaluate the effectiveness of the Chapter’s programs and funding levels (ROI) to ensure that programs are effectively managed and remedial action is recommended for programs that are not financially efficient or effective/impactful.	Programs evaluated; funding levels determined; changes made in delivery and funding, if applicable.	2018-Ongoing	None		First Anti-Basileus Second Anti-Basileus Finance Committee

STRATEGIC PRIORITY 6 FINANCE AND SUSTAINABILITY

GOAL: *Improve financial stability and sustainability to support the Chapter’s programs and organizational infrastructure by developing, implementing, and enhancing operational efficiencies; providing transparency; and working in partnership with Gamma Theta Omega, Incorporated to secure diverse revenue sources.*

TACTICAL OBJECTIVES	KEY ACTIONS	SUCCESS METRICS	TIMELINE	BUDGET IMPACT	BYLAW IMPACT	RESPONSIBILITY
E. Further enhance the partnership between the Chapter and Gamma Theta Omega, Incorporated to secure diverse revenue sources that will supplement annual dues and assessment revenue to: support programs; fund scholarships; and, operations.	1. Review current Memorandum of Understanding (MOU) between the Chapter and Gamma Theta Omega, Inc. to determine if it should be revised.	Review completed and MOU revised if applicable.	Annually	None		Executive Board
	2. Identify at least one signature sponsor and inform Gamma Theta Omega, Incorporated.	One signature sponsor identified and information submitted to Gamma Theta Omega, Incorporated.	2019-Annually	None		First Anti-Basileus Financial Resources Committee

STRATEGIC PRIORITY 7 COLLABORATIONS AND PARTNERSHIPS

GOAL: *Maintain and expand collaborative relationships.¹³*

TACTICAL OBJECTIVES	KEY ACTIONS	SUCCESS METRICS	TIMELINE	BUDGET IMPACT	BYLAW IMPACT	RESPONSIBILITY
A. Further enhance the partnership between the Chapter and Gamma Theta Omega, Incorporated to ensure stable and sustainable resources (secure diverse revenue sources) that will support programs, fund scholarships, and operations	1. Review current Memorandum of Understanding (MOU) between the Chapter and Gamma Theta Omega, Inc. to determine if it should be revised/renewed. 2. Create/activate a check and balance implementation process that reinforces achievement of financial strategies created by the corporation.	R e v i e w completed MOU's and revise or discontinue if applicable Documentation of working relationship.	Annually 2017- Ongoing	None		Executive Board Financial Resource Committee
B. Collaborate with relevant organizations for the beneficial exchange of knowledge and resources.	1. Develop processes and systems to initiate and evaluate partnerships.	Identify and develop at least two partnerships	Annually 2019 - 2022	Cost to Implement		Basileus Executive Board First Anti-Basileus Programs Committee Financial Resources Committee

¹³ Alpha Kappa Alpha Sorority, Incorporated July 2018-2028 Strategic Plan

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TACTICAL OBJECTIVES	KEY ACTIONS	SUCCESS METRICS	TIMELINE	BUDGET IMPACT	BYLAW IMPACT	RESPONSIBILITY
	2. Continue to actively participate in the local National Pan Hellenic Council (NPHC).	Documentation of participation.	2019-2022	Cost to Implement		Basileus NPHC Committee

STRATEGIC PRIORITY 7 COLLABORATIONS AND PARTNERSHIPS

GOAL: *Maintain and expand collaborative relationships.¹⁴*

TACTICAL OBJECTIVES	KEY ACTIONS	SUCCESS METRICS	TIMELINE	BUDGET IMPACT	BYLAW IMPACT	RESPONSIBILITY
	3. Continue to actively collaborate with relevant community organizations to increase voter registration and turnout and address key issues that affect the local community.	Documentation of participation	2019-2022			Basileus AKA Connection
C. Enhance sponsorships and diversified funding.	1. Seek sponsorships to help defray the cost of programs of service and local initiatives. 2. Capture data and measure, quantifiably the return on investment.	At least two sponsors identified and resources provided. Data captured and results presented to the membership and to sponsors that provided resources.	Annually Annually	Cost to Implement		First Anti-Basileus Financial Resources and Programs Committee

¹⁴ Alpha Kappa Alpha Sorority, Incorporated July 2018-2028 Strategic Plan

STRATEGIC PRIORITY 8

RISK MANAGEMENT

GOAL: *Identify, quantify and manage risk exposure for the Chapter.¹⁵*

TACTICAL OBJECTIVES	KEY ACTIONS	SUCCESS METRICS	TIMELINE	BUDGET IMPACT	BYLAW IMPACT	RESPONSIBILITY
Manage Risk Exposure	Develop a Risk Management Plan.	Plan developed.	2019	Cost to Implement		Basileus Risk Management Legal Counsel
	Implement the Risk Management Plan.	Plan implemented and implementation documented.	2019			Basileus Risk Management Legal Counsel

¹⁵ Alpha Kappa Alpha Sorority, Incorporated July 2018-2028 Strategic Plan

STRATEGIC PRIORITY 9

TECHNOLOGY

GOAL: *Use technology to improve the delivery and impact of programs of service, enhance communication and collaboration and streamline processes.¹⁶*

TACTICAL OBJECTIVES	KEY ACTIONS	SUCCESS METRICS	TIMELINE	BUDGET IMPACT	BYLAW IMPACT	RESPONSIBILITY
Optimize Usage of Technology	1. Continue to leverage and integrate technology (Social Media etc...) to effectively communicate with the membership and the community.	Documentation of usage of technology and evaluation of results.	On-going	None		Ivy Leaf Reporter Standards Committee and Technology Committee Chairman
	2. Develop a technology plan for the assessment of current technology utilized by the Chapter and to identify future technology needs that will enhance the Chapter's ability to achieve its mission.	Current and future technology resources identified with proposed timelines and budget implications.	Update Annually	TBD		Technology Committee Finance Committee

¹⁶ Alpha Kappa Alpha Sorority, Incorporated July 2018-2028 Strategic Plan

MAINTENANCE OF PLAN

The 2020 processes and timeframes for implementing, evaluating, updating and maintaining the Plan are listed below.

PROCESS	TIMELINE	RESPONSIBILITY
Meet with Basileus to review and reset expectations for Strategic Planning	February 26, 2020	Strategic Planning Chair and Co-Chair
Conduct Strategic Planning Overview & Next Steps Training to Committee Chairmen	March 10, 2020	Strategic Planning Chair and Co-Chair
Present Strategic Planning Committee Report to Chapter	March 21, 2020	Strategic Planning Chair and Co-Chair
Updated Strategic Plan, Tracking Form, and Timeline posted to Chapter Website	March 31, 2020	Strategic Planning and Technology Committees
<p><u>2020 Quarterly Progress Reports/Tracking Forms Received from Committee Chairmen</u></p> <p>Report for the First Quarter Ending March 31st</p> <p>Report for the Second Quarter Ending June 30th</p> <p>Report for the Third Quarter Ending September 30th</p> <p>Report for Fourth Quarter Ending December 31st</p> <p><u>COMPLETED REPORTS AND INQUIRIES SHOULD BE SENT TO: <i>strategicgto@gmail.com</i></u></p>	<p><u>PROGRESS REPORTS DUE DATES</u></p> <p>April 15, 2020</p> <p>July 15, 2020</p> <p>October 15, 2020</p> <p>January 15, 2021</p>	<p>Committee Chairmen Strategic Planning Committee</p>

Report Findings to the Membership	By the 2nd chapter meeting following each progress report due date	Strategic Planning Committee
Report Updates at Forums Established by the Basileus	Quarterly	Strategic Planning Committee
Redefine the Plan as Needed with the Chapter's Approval, if Applicable	As Needed	Strategic Planning Committee
Maintain a Current Version of the Plan on the Chapter's protected website for Chapter Review	On-Going	Technology Committee
Update the Plan on an Annual Basis, Informing the Chapter of Changes	Annually	Strategic Planning Committee
Maintain an updated copy of the Plan in the Chapter's Files for Chapter Self-Assessment and Evaluation Purposes	On-Going	Standards and Archives Committees

STRATEGIC PLAN ALIGNMENT

The chart below depicts how the strategic priorities, goals, and key actions align with the data received from the membership; the Chapter’s guiding principles; and, the goals and objectives outlined in Alpha Kappa Alpha’s 2018-2028 Strategic Plan. The Chapter’s Committees and/or Officers responsible for the implementation of key actions for each tactical objective align with the duties of the Committees and/or Officers as outlined in the Chapter’s Bylaws amended October 20, 2018.

OPPORTUNITIES	GOAL(S)	TACTICAL OBJECTIVES	VALUES	ALPHA KAPPA ALPHA’S GOALS
<p>MEMBERSHIP</p> <ul style="list-style-type: none"> • Implement Mentoring Program • Provide a Forum for Input - “Voice of the Chapter” • Develop a Skills Bank • Follow-up with Committee Sign-ups • Increase Member Participation • Conflict Resolution • Effectively Recruit Members (MIP) 	<p>Strategic Priority 1</p>	<p>A-B</p>	<p>Sisterhood Leadership Communication High Ethical Standards Inclusion</p>	<p>Membership</p>

OPPORTUNITIES	GOAL(S)	TACTICAL OBJECTIVES	VALUES	ALPHA KAPPA ALPHA'S GOALS
<p>SISTERLY RELATIONS AND ETHICS</p> <ul style="list-style-type: none"> Raise Awareness Regarding the Soror Code of Ethics Embrace Generational Differences 	Strategic Priority 2	A-B		Sisterly Relations and Ethics
<p>LEADERSHIP DEVELOPMENT</p> <ul style="list-style-type: none"> Implement a succession plan and formal leadership development strategy. 	Strategic Priority 3	A	Leadership Economics Communication High Ethical Standards	Leadership and Development

OPPORTUNITIES	GOAL(S)	TACTICAL OBJECTIVES	VALUES	ALPHA KAPPA ALPHA'S GOALS
<p>STRUCTURE AND OPERATIONS</p> <ul style="list-style-type: none"> • Ensure that the mission clearly aligns with International's. • Ensure that the membership is aware of GTO's Vision, Mission, and Guiding Principles. • Ensure that committee chairmen and co-chairmen have a clear understanding of all processes. • Conduct an annual review of SOPs. • Establish a more effective relationship with GTO, Inc. to address the need for space and financial resources. 	<p>Strategic Priority 4</p>	<p>A-C</p>	<p>Sisterhood Leadership Economics Communication High Ethical Standards Service Inclusion Transparency</p>	<p>Structure and Operations</p>

OPPORTUNITIES	GOAL(S)	TACTICAL OBJECTIVES	VALUES	ALPHA KAPPA ALPHA'S GOALS
<p>PROGRAMS OF SERVICE</p> <ul style="list-style-type: none"> • Implement Programs of Service. • Evaluate programs (impact-ROI) and increase community partners. • Develop a communication plan (brand management). 	Strategic Priority 5	A-D	Sisterhood Leadership Economics Communication High Ethical Standards Service High Scholastic Achievement Inclusion Transparency	Programs of Service

OPPORTUNITIES	GOAL(S)	TACTICAL OBJECTIVES	VALUES	ALPHA KAPPA ALPHA'S GOALS
<p>FINANCE STABILITY AND SUSTAINABILITY</p> <ul style="list-style-type: none"> • Ensure that committee chairmen and co-chairmen have a clear understanding of all processes. • Make better projections and up front estimates regarding our financial commitments. • Seek corporate partnerships. • Develop a strategic budgeting process. 	<p>Strategic Priority 6</p>	<p>A-E</p>	<p>Leadership Economics Communication High Ethical Standards</p>	<p>Finance and Sustainability</p>

OPPORTUNITIES	GOAL(S)	TACTICAL OBJECTIVES	VALUES	ALPHA KAPPA ALPHA'S GOALS
<p>COLLABORATIONS AND PARTNERSHIPS</p> <ul style="list-style-type: none"> Develop processes and systems to initiate and evaluate partnerships. Continue to actively participate in the local National Pan Hellenic Council (NPHC). Seek sponsorships to help defray the cost of programs of service and local initiatives. 	Strategic Priority 7	A-C	Economics Service High Ethical Standards	Collaborations and Partnerships
<p>RISK MANAGEMENT</p> <ul style="list-style-type: none"> Manage Risk 	Strategic Priority 8	A	Sisterhood Economics Service	Risk Management
<p>TECHNOLOGY</p> <ul style="list-style-type: none"> Integrate technology in all aspects of the structure and operations. 	Strategic Priority 9	A	Economics Communication High Ethical Standards Service Transparency	Technology

CONCLUSION

The Strategic Planning Committee would like to thank the Chapter and the Chapter's Leadership Team for their participation in updating the Plan. We recognize that we are a volunteer organization and there are some ambitious key actions to accomplish. However, we know the commitment of the Chapter and are confident that the membership will continue to build upon our history of: *“Advancing our Legacy of SISTERHOOD, SERVICE, SCHOLARSHIP LEADERSHIP, AND COMMUNITY IMPACT”*

STRATEGIC PLANNING COMMITTEE (LIST OF MEMBERS)

- Bria Sullivan, Chairman
- Edna York Cade, Co-Chairman
- Hosetta Coleman
- Darele Campbell
- Jackie Marcelin
- Sunny Royal-Boyd
- Pat Dupar

CHAPTER'S APPROVAL of GAMMA THETA OMEGA'S 2017-2022 STRATEGIC PLAN UPDATE

Date Approved: _____

Basileus _____

Deborah Barnes

GAMMA THETA OMEGA STRATEGY MAP for 2017-2022 Strategic Plan - February 2019

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Mission Statement	Alpha Kappa Alpha Sorority, Incorporated® Constitution and Bylaws 2014 Article II-Purpose
Vision Statement	Alpha Kappa Alpha Sorority, Incorporated * July 2018-2028 Strategic Plan
Values Statement	This statement was developed by Soror Joli Cooper-Nelson.