

**Delta Sigma Theta Sorority Inc.,
Tampa Alumnae Chapter
Strategic Plan
2018-2023**



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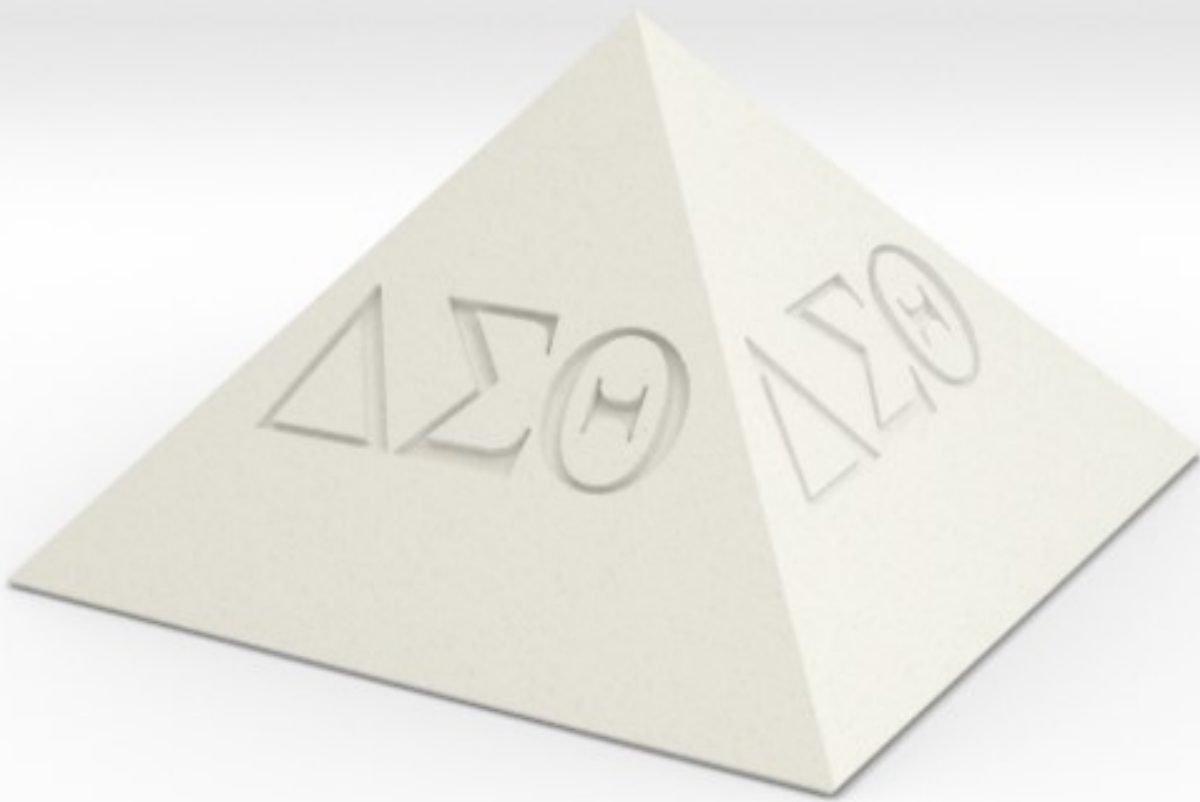
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Executive Summary

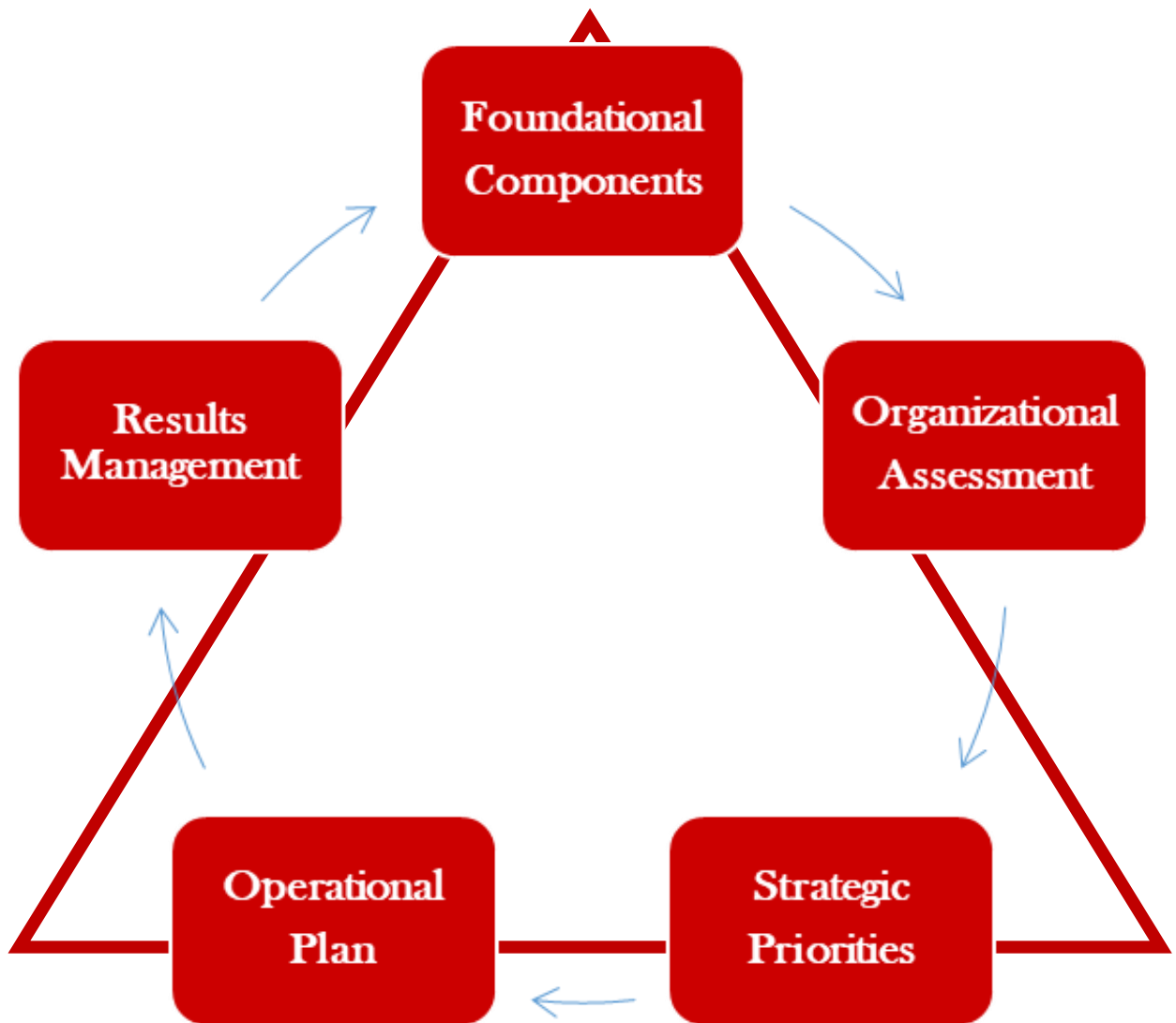
If the Tampa Alumnae Chapter of Delta Sigma Theta Sorority, Inc. no longer existed, would our impact be missed in the Tampa Bay area community? This question fuels the vision of the Tampa Alumnae Chapter of Delta Sigma Theta Sorority, Inc. and resides at the heart of our strategic plan. While we provide answers in the form of five- year objectives and strategies, we know that the most effective community organizations in the twenty-first century will continuously refine their strategies, as the external landscape evolves and new lessons are learned. In this spirit, our strategic plan is intended to be a dynamic road map, defining a clear “destination”- where we want to be in 2023 and encouraging flexibility and creativity throughout the journey over the next five years.

This plan is intended to drive positive change within the Hillsborough County community while also embracing continuity. The plan provides a sharper focus to our work in the form of five objectives. It requires us to rethink how we organize our time and talent and where we invest dollars. At the same time, the plan strongly reaffirms the chapter’s historical commitment in executing the sorority’s Five Point Programmatic Thrust that aligns with the needs of the Hillsborough County community. The plan strengthens our obligation to develop our members, our commitment to our community partners, and the viable sustainability of the Tampa Alumnae Chapter as drivers of innovation and positive changes in our community.

Tampa Alumnae Chapter Strategic Plan 2018 - 2023



Our Strategic Planning Model



Our Strategic Planning Model

Foundational Components: Delta Sigma Theta Sorority, Inc. develops, organizationally, on the basis of its foundational components: administrative vision statement and organizational mission statement. The foundational components establish the purpose, the focus, membership composition, and direction.

Organizational Assessments: Organizational assessments are a part of strategic analysis that is important to establish organizational status.

Strategic Priorities: Based upon strategic analysis, strategic priorities are identified for implementation. Goals, strategies, initiatives and operational (or action) plans are developed to ensure continuous improvement and documented success.

Operational Plan: An operational plan outlines the process for obtaining goals within the framework of a timeline, performance targets, resources needed, and assessment.

Results Management: Performance assessment provides a profile of mission attainment for internal and external impact.

Introduction

The 2017-18 strategic planning process reaffirmed the mission and cardinal virtues, developed and approved by grand chapter of Delta Sigma Theta Sorority, Inc., and the Tampa Alumnae Vision, developed and approved by the chapter.

The Tampa Alumnae Chapter's Core Ideology consists of our mission, vision, and nine cardinal virtues. Our mission describes why we exist. Our vision describes our aspiration for what the Hillsborough County community will become when we succeed in carrying out our mission. Our nine cardinal virtues articulate the enduring principles that guide our decisions and actions at every level of the organization.

Our Mission (*Why do we exist?)*

Delta Sigma Theta Sorority, Inc. 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.

Our Vision (*What is the future we seek to bring about?)*

The Tampa Alumnae chapter strives to be the leader in local and global communities by creating positive trans-generational impact through excellence in innovative programming, dedicated service and social action.

Our Values (*What core ideals guide our decisions and actions?)*

We are charged with the responsibility of upholding the ideals and achieving the objectives of Delta Sigma Theta Sorority, Inc. We are pledged to uphold the nine Cardinal Virtues: Compassion, Courtesy, Dedication, Fellowship, Fidelity, Honesty, Justice, Purity and Temperance.

This strategic plan is constructed to advance, uphold, and strengthen our mission, vision, and core values. It translates our enduring ideals into tangible outcomes and pragmatic strategies.

Strategic Priorities

To the extent that a strategic plan is a “road map,” our objectives describe the desired “destination” - where we want to be in 2023. Our strategic objectives translate our long-range vision into a more focused, actionable set of outcomes. As shown in the Strategy Map our long-range aspirations are organized into five themes:

Membership: What are the organizational capabilities we must develop and build within our membership to carry out the vision of the chapter?

Technology: What types of technical infrastructure must we build in order to achieve our desired community impact and meet communication needs of our membership?

Operations: What organizational structure, policies and processes do we need to develop and/or implement that will support the anticipated outcomes?

Programs: What types of innovative programming and services are required to meet the needs of the community? What do we aspire to achieve regarding our most direct stakeholders?

Sustainability: What financial outcomes and strategic partnerships must we achieve in order to ensure that the foregoing objectives are accomplished? How do we continue to recruit and retain chapter members?

Tampa Alumnae Chapter Strategic Goals and Objectives

PRIORITY AREA	GOAL	OBJECTIVES
Membership	Strengthen the Sorority's capacity to develop the talents, skills, and resources of its members in order to build organizational success.	<ol style="list-style-type: none"> 1. Design and implement a formal process for chapter members to be fully engaged with local chapter initiatives. 2. Design and Implement tiered Leadership Development programs. 3. Develop process for talent discovery and development 4. Develop comprehensive collegiate transition process. 5. Develop and implement formal recognition and rewards program.
TECHNOLOGY	Reimagining technology as a vehicle for communication, training, and productivity.	<ol style="list-style-type: none"> 1. Implement process to examine and evaluate our IT infrastructure, policies and operations. 2. Implement IT audit process. 3. Develop and implement brand strategy to maximize internal and external awareness, engagement, retention and loyalty. 4. Develop plan and implementation schedule to deliver DID and other training via video/audio conferencing, webinars and computer based training.
OPERATIONS	Maintain an infrastructure that meets the challenges and opportunities for managing data, resources, and innovation.	<ol style="list-style-type: none"> 1. Develop assessment processes that are implemented with fidelity. 2. Implement efficient and accurate process for measurement of community impact. 3. Develop clear defined expectations for chapter leadership. 4. Implement process to identify physical structure that will adequately meet the needs of the chapter.

Tampa Alumnae Chapter Strategic Goals and Objectives

PRIORITY AREA	GOAL	OBJECTIVES
PROGRAMS	Leverage the Five-Point Program Thrust for community impact, transformation and empowerment.	<ol style="list-style-type: none"> 1. Develop a process to assess program and/or service impact, and collaborate with internal and external community partners to maximize influence for change. 2. Create an event template that guides committees in planning and executing programs and services. 3. Create and implement a recruitment strategy to increase the number of mentors community volunteers to deliver quality programs. 4. Develop internal process to increase collaboration between committee chapter programming areas (maximize human resources and decrease duplicate effort).
SUSTAINABILITY	Develop a sustainability model to ensure economic and cultural viability.	<ol style="list-style-type: none"> 1. Identify diverse portfolio of financial revenue sources to support chapter operations and programs. 2. Develop and implement process that will create tangible and on-going viable relationships with identified community partners. 3. Develop a formal process for inspiring inactive sorors to return to active, financial, and fully engaged members of the local and grand chapters of Delta Sigma Theta Sorority, Inc. 4. Develop a process and planned approach for a recurring membership intake process.

Analysis and Methodology

To assess the current state and desired impact, the Tampa Alumnae Strategic Planning Committee utilized a methodology to clarify the strategy, capabilities and effectiveness of the plan. The team used the SW/LOT analysis (Strengths, Weaknesses, Limitations, Opportunities and Threats).

Strengths - The internal characteristics of the Tampa Alumnae Chapter that give an advantage over other similar public service organizations.

Weaknesses - The Internal characteristics of the Tampa Alumnae Chapter that give it a disadvantage compared to other or similar public service organizations.

Limitations - External and internal factors that could restrict the Tampa Alumnae Chapter.

Opportunities - The external elements that the Tampa Alumnae Chapter could use to its advantage.

Threats - The external elements in the environment that could cause trouble for the Tampa Alumnae Chapter.

Data Collection Resources:

Internal Tampa Alumnae Chapter Membership Survey

Tampa Alumnae Chapter Leadership Retreat Feedback survey

Gap Analysis

Survey of identified Community Partners

Membership (SW/LOT)

Strengths

- Members that serve on local, regional and national levels.
- Promote opportunities for members to develop leadership skills via committee chair appointments.
- Offer Delta Internal Development trainings.
- Monthly recognition of chapter member birthdays.
- Monthly recognition of chapter Delta DEARS
- All Delta life cycles are represented in the chapter
- Depth of leadership in chapter
- Cross generational resources available in chapter.

Weaknesses

- Lack of consistent focus and emphasis on leadership development.
- Lack of successful process to identify talent and applicable skills transfer of chapter members.
- Lack of strategy in place to reach collegiate sorors who make transition to an Alumnae chapter and do not remain active beyond one year.
- Lack of rewards and recognition program for chapter members.

Membership (SW/LOT)

Limitations

- Meeting space that meet chapter operations and member needs.
- Multi-generational model to identify talent and skill sets.

Opportunities

- Chapter members that consistently attend and support programs.
- Develop multi-generational development training model.

Threats

- Chapter members unprepared to run or do not have interest in running for elected positions on the local, regional or national levels
- Chapter members not willing to accept appointed Chair and/or Co-chair positions.
- Chapter members feeling unappreciated and overwhelmed thus not paying local or national dues.
- Collegiate, newly initiated, reclaimed and transfer sorors not transitioning successfully into Alumnae Chapters.
- Decrease in engaged chapter members.
- Adequate succession planning

Technology (SW/LOT)

Strengths

Chapter website and use of various social media platforms

Follow the DIG policies and Delta Style Guidelines

Provide annual technology training for members to access chapter website members only link, National website, and various social media platforms.

Streamlined meeting check-in at E-board and chapter meetings

Access to Red Pages via USB drive

Weaknesses

Lack of Technology infrastructure audit process.

Lack of Brand marketing or Communication strategy.

Lack of web-based or virtual training.

Limitations

Identified chapter members with skill sets to meet the IT needs.

Collection of data in one place.

Opportunities

Brand strategy that clearly defines the Tampa Alumnae Chapter.

Develop chapter database to house all demographic data, both internal and external.

Threats

Outdated technology infrastructure.

Security of information on website.

Operations (SW/LOT)

Strengths

Evaluations in place to assess program execution.

Clear policies and procedures that are updated annually.

Efficient Chapter meetings.

Weaknesses

Lack of consistency using evaluation process.

Lack of consistent measures to determine community impact of programs/services.

Limitations

Lack of leadership development protocols

Opportunities

Financial process and procedure improvements using technology

Threats

Structure of chapter cannot support the programs/services and community partner management.

Loose viability in the community.

Programs (SW/LOT)

Strengths

- Programs are aligned with the National Five Point Programmatic Thrust.
- Chapter implements other programs aligned with Grand Chapter (Grants, Social Action and Arts and Letters).
- Received awards and recognition for excellence in programming.
- All three Education Development Youth initiatives are implemented.

Weaknesses

- Lack of consistent quantifier of community impact of programs.
- Over extending human resources capacity.

Limitations

- Number of persons who have access to programs.
- Constraints of Risk Management (1:4 ratio of mentor to program participants).

Opportunities

- Expansion of programs offered based upon community needs.
- Involve community volunteers

Threats

- Current programs no longer meet community needs.
- Diminished pool of community program participants

Sustainability (SW/LOT)

Strengths

Current revenue streams (Dues/Investment portfolio/Fundraising/Grants)

Reclamation Committee established

Implemented Collegiate Transition/Connection Team

Weaknesses

Expenses versus income ratio for fundraising events is too high.

More diverse pool of revenue streams

Valid established relationships with identified community partners

Limitations

Programs offered relevant to community needs

Fully collaborated efforts with other community organizations

Sustainability (SW/LOT)

Opportunities

Program management and collaborating partners
Develop strong relationships with identified community partners that align with mission and vision

Increase and diversify revenue streams

Increase engagement of existing sorors.

Execute more collaborations with community partners that provide reciprocal benefits.

Threats

Funding to support programs

Not enough members to manage/support programs/services offered in community

Inadequate meeting space that limits participation both internally (members) and externally (community).

Results Management

The Strategic Planning Committee (SPC) has the responsibility of creating and updating the chapter's strategic plan as well as monitoring chapter progress.

The chapter's strategic plan should be reviewed bi-annually to ensure the programs and services offered are relevant and make the desired impact for chapter members, the Hillsborough County community and our community partners. Based upon the changing needs of the community or the identification of additional community partners, the SPC should conduct a mini-SW/LOT analysis to determine revisions; and if any are identified, they should be addressed in revisions to the strategic plan.

Chapter progress in achieving the established objectives and goals indicated in the strategic plan should be monitored by the SPC. Each Goal will be assigned to an Executive Committee member for oversight. The objectives for each goal will be assigned to the appropriate committee to outline action items that will lead to completion of objectives by indicated timeframe.

The SPC should meet a minimum of twice a year to review chapter goals/objectives and progress with the Executive Board. It is the responsibility of the Executive Committee member with goal oversight to share updates with the SPC, at the designated meetings.

Report of the chapter's progress should be shared with the chapter members at time scheduled by the chapter President.

OUR WAY FORWARD

For over 70 years, generations of Hillsborough County residents have entrusted the Tampa Alumnae Chapter to be a responsive and agile servant to the community. This strategic plan embodies our continuing commitment to listen to the voices of our chapter members, the residents of this community and deepen our community partner relationships.

As we look to the future, accelerating change, increasing complexity, and continued uncertainty defines the strategic landscape. In the midst of these challenges, our intent is clear: The Tampa Alumnae Chapter of Delta Sigma Theta Sorority, Inc. will continue to provide relevant and innovative programming and services to this community. This plan sets us on a trajectory for deepening our impact and improving every aspect of our operation.

Appendix

**Tampa Alumnae Chapter
2016 - 2018 Strategic Planning Committee Members**

Karen Beard – Chair

Tonja Brickhouse – Co-Chair

Dr. Leslie Brown, President

Stephanie Carmichael

Kimberly Fears

Dr. Marian Lauria-Gibson

Mary P. Padgett

Kay Richardson-Powell

Edith Randolph

Heddie Sumpter

Brenna F. Taylor

Iowana Whitman-Tims

Special thank you to:

Dr. Paulette C. Walker, 25th National President

Dr. Deborah C. Thomas, Co-chair

National Strategic Planning Committee

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