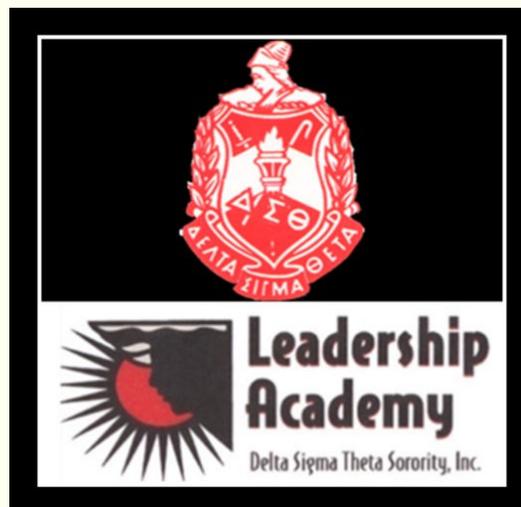


**DELTA SIGMA THETA SORORITY, INC.**

**DELTA INTERNAL DEVELOPMENT**

**CHAPTER MANAGEMENT**

**Participant Manual**



**NATIONAL LEADERSHIP ACADEMY**

## **INTRODUCTION**

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Organization is the key to chapter effectiveness. This presentation provides an overview of the chapter's current structure, officers, committees and governing documents that will help guide local chapters to effective and efficient administration and management, sound growth and increased activity.

Effective chapter management will greatly improve every aspect of the chapter's operations. Organization, officer training, officer transition, relationships both within and outside of the organization, good communication between members and officers and member responsibility are important elements for a successful chapter.

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# AGENDA

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Introduction

Meditation

Objectives

Ice Breaker

Chapter Management Defined

Mission Statement, Code of Ethics, Code of Conduct

Understanding the Delta Structure

Governing Documents, Administrative Resources, Tools

Accountability, Productivity, Viability

Summary

Evaluation

Closing

# OBJECTIVES

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## The objectives of the session are

- ◆ to ensure that sorors understand the definition and components of chapter management;
- ◆ to ensure that sorors understand the importance of chapter organization in the efficient and effective management of chapters;
- ◆ to provide a clear understanding of the Sorority's structure, governing documents and tools;
- ◆ to ensure that sorors understand how accountability, productivity and viability can contribute to effective chapter management and
- ◆ to enhance the overall effectiveness of the chapter through quality chapter management.



## **MISSION STATEMENT**

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

## **CODE OF ETHICS *(notes)***

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## **CODE OF CONDUCT *(notes)***

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# **DELTA'S GOVERNING DOCUMENTS ADMINISTRATIVE RESOURCES AND TOOLS**

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## **GOVERNING DOCUMENTS**

- State Laws
- Corporate Charter
- Constitution and Bylaws
- Robert's Rules of Order Newly Revised (Current Edition)
- Chapter Rules of Order
- Chapter Policies and Procedures

## **ADMINISTRATIVE RESOURCES AND TOOLS**

- Doctrine
  - Ritual
  - Administrative Procedures for Membership Intake
  - Pyramid Study Guide
  - Membership Intake Program
- Chapter Management Handbook
- Code of Conduct
- Protocol and Traditions Manual
- Fiscal Officers Manual
- Chapter Compliance Checklist
- Chapter Mailings/Updates

## CHAPTER REQUIREMENTS

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- **Collegiate**

Campus-based, core and city-wide chapters are composed of a minimum of seven (7) members.

- **Alumnae**

Alumnae chapter are composed of twelve (12) members.

## CHAPTER OFFICERS

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- President
- Vice President
- Recording Secretary
- Corresponding Secretary
- Financial Secretary
- Treasurer

# CHAPTER MEETINGS

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## Transacting Business

- The rules of parliamentary procedure are used.
  - The agenda will be adopted.
  - Time limits will be established.
  - All committee reports requiring action by the members shall be presented in writing.
  - Items of new business from National Headquarters or other sources should be acted upon under new business.
- Matters not covered by Delta's governing documents, resources and tools shall be governed by *Robert's Rules of Order Newly Revised* (current edition).

## BASIC RULES OF PARLIAMENTARY PROCEDURE

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All chapter officers and members should be familiar with parliamentary procedure to assist in the running of effective chapter meetings. Outlined below are some of the basic parliamentary procedures used during chapter meetings.

- ◆ The rights of the Sorority supersede the rights of individual sorors.
- ◆ All members\* are equal and their rights are equal. Those rights are:
  - ◆ to attend meetings
  - ◆ to make motions and speak in debate
  - ◆ to nominate
  - ◆ to vote
  - ◆ to hold office
- ◆ A quorum must be present to do business or to vote.
- ◆ The majority rules—more than half of the votes cast by persons legally entitled to vote, excluding blanks and abstentions, at a regularly or properly called meeting at which a quorum is present.
- ◆ Silence is consent. The chair should not call for abstentions.
- ◆ Two-thirds rule—a motion may pass only when 2/3 of the members entitled to vote are in favor, excluding blanks and abstentions.
- ◆ There is one question at a time and one speaker at a time.
- ◆ Debatable motions must receive full debate.
- ◆ Once a question is decided, it is not in order to bring up the same motion or one essentially like it at the same meeting.
- ◆ Personal remarks in debates are always out of order.

*\*A member is defined as any soror who pays dues to Grand Chapter and to a local chapter or who pays a member-at-large fee, or those exempt from payment of Grand Chapter dues and fees as stated in Article X in the Bylaws of Delta Sigma Theta Sorority, Inc.*

Follow these steps to help facilitate an effective meeting:

- ◆ Seek recognition by raising your hand
- ◆ Wait to be recognized by the chair
- ◆ State your motion
- ◆ After the second, the chair will restate your motion
- ◆ Chair opens the floor for debate
- ◆ Chair puts the question to a vote
- ◆ Chair announces the vote

To expedite business, the President should:

- ◆ Assist sorors in framing their motions
- ◆ Keep the discussion on the motion on the floor
- ◆ Know that the Treasurer's report is filed for audit, not adopted
- ◆ Know that committee reports are not adopted—action may be taken on the recommendations only
- ◆ Use general consent whenever possible



## COMMITTEES: DEFINED

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The committee is the "task force" of any democratic organization. No chapter can function effectively without committees. The chairperson may be appointed by the chapter president, or selected from its membership by the committee itself. Committees have the obligation of efficiently carrying out the aims and purposes of the organization. The best way of accomplishing this is to assign one project, objective, or duty to each committee, and hold the committee responsible for its completion. Committee members are expected to attend all meetings, if possible. If they cannot attend, they should call the committee chairperson. This saves her from delay in calling the meeting to order; and occasionally, if enough members cannot attend, she can reschedule the meeting. Remember that the purpose of a committee is to create and execute a group idea. This cannot be done by the chairperson alone or by telephone conversations.

Committee functions are threefold:

- ◆ **Advisory:** to study a problem, report facts and figures, and make recommendations;
- ◆ **Coordination:** to plan, direct, and gain the cooperation of the group;
- ◆ **Work:** to do specific tasks which require skill, judgment, time, and effort.

In addition to performing a specific task on behalf of the chapter, committees enable chapters to accomplish more business, to have shorter meetings and to divide the work among all of the sorors. They eliminate the duplication of effort, and help to develop leaders, as they furnish a "proving ground" where chapter officers and the nominating committee can discover members who have leadership abilities and personalities to become future Sorority leaders, national as well as local.

# TYPES OF COMMITTEES

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## ***EXECUTIVE COMMITTEE***

The executive committee is composed of elected officers of the chapter as designated on the Rules of Order Form for chapters and delineated in the chapter's Policies and Procedures.

## ***EXECUTIVE BOARD***

Organizations coordinate the work of all officers and committees through the executive board. The executive board is comprised of all officers and the chairpersons of committees, as designated by the chapter's Rules of Order. The chapter president is the chair of the executive board and prepares the agenda. It is at the meeting of the executive board that committee chairs make progress reports and indicate when they are ready to report to the chapter. There should be complete discussion of those matters which affect the chapter, and as many details as possible should be taken care of by the executive board rather than being referred to the chapter as a whole. The chapter president helps the executive board see the need for making complete presentations to the chapter so that based upon the board's recommendations, the chapter may take action. A chapter has the right to expect its executive board to take the initiative in looking for and presenting to the chapter ideas for program development.

## ***STANDING COMMITTEES***

Most chapters will have a number of standing committees, as designated in the chapter's Rules of Order. Standing committees usually have a continuing task in relation to the operation of the Sorority program. Examples of standing committees in Delta chapters are: Finance, Scholarship, Nominating, Membership Services, Program Planning and Development, Information and Communication, Heritage and Archives, and Constitution and Bylaws. The chairpersons of these committees may be elected or appointed, as designated by the chapter's Rules of Order.

## ***SPECIAL COMMITTEES***

A special committee is one with a special purpose (appointed for a definite program or assignment) usually with a time limit in which to complete the assignment. When the task is done, the committee's business is considered complete and the committee is dismissed. Examples of special committees in Delta chapters are: Founders Day, Elections, and May Week. The chairpersons of these committees are appointed by the president. They may meet with the executive board at her request, unless the chapter's Rules of Order specify otherwise.

# TYPES OF COMMITTEES

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## ***SUB-COMMITTEES***

Sub-committees are organized to carry out a task assigned to a standing or special committee, and are responsible to the parent committee. They may be either standing or temporary sub-committees.

All committees must keep the executive board and the chapter informed of their progress. As many details as possible should be worked out by the committee. All members of the committee should be given assignments so that all are responsible for carrying out the program.

## ***AD HOC COMMITTEES***

Ad Hoc committees are one-time only committees, appointed for special assignments. An example of an Ad Hoc committee in Delta chapters is: 25<sup>th</sup> Anniversary Celebration committee.

## ACCOUNTABILITY: RESPONSIBILITIES OF CHAPTER TO GRAND CHAPTER

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All activities on the national level in the Sorority conducted by its officers, committees, and staff are done on behalf of the Grand Chapter. Once again, each member of a chapter must also share the responsibility for cooperation with Grand Chapter so that the Sorority may operate effectively and in a truly democratic and sisterly fashion.

The most valued way of cooperating is to report regularly to National Headquarters in accordance with procedure and special requests. If done, National Headquarters is always apprised of your chapter's progress or its concerns. Consistent communication enables headquarters to highlight chapter successes with other chapters or, to recognize and deal with chapter problems.

Equally important is the chapter's participation in national meetings. Chapters participate in the decision making process by attending National Conventions, Regional Conferences and other meetings which may be called from time to time. The impact of Delta Sigma Theta Sorority, Inc. as a national organization and its projection as a public service sorority is dependent upon the collective contributions of its chapters across the country as they facilitate national programs or initiatives. While National officers are charged with directing, coordinating, and controlling the programs of the Sorority, it is the individual chapter that carries out the process for the benefit of Grand Chapter.

At National Conventions, the membership body plays an important role in the determination of policies. It becomes involved in policy making in the following ways:

- ◆ It gives guidance and direction to the National Executive Board on proposed new policies;
- ◆ It may, on its own initiative, request the Board to consider the feasibility of some new plan or change in direction; and
- ◆ It establishes basic structural policies through its power to amend the *Constitution and Bylaws*.

The National Convention determines general lines of direction to be followed by the National Executive Board. The Board establishes policies consistent with the lines of direction set by the National Convention. The board is required by the *Constitution and Bylaws* to exercise this policy-making power to carry out its managerial responsibilities.

## ACCOUNTABILITY: CHAPTER AND INDIVIDUAL MEMBER RESPONSIBILITIES

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### **CHAPTER MEMBER INDIVIDUALLY DEFINED**

**COLLEGIATE:** A member of Delta Sigma Theta Sorority, Inc., who is enrolled in a college or university housing a chapter of the Sorority, and who is pursuing work leading to an initial baccalaureate degree or its equivalent, shall be a member in that chapter if she pays national and local dues through that chapter and meets the minimum cumulative grade point average requirement specified in the *Constitution and Bylaws*. A member of Delta who is not enrolled in a college or university cannot be a member of a collegiate chapter.

**ALUMNAE:** A member of Delta Sigma Theta Sorority, Inc., who is not enrolled at a college or university, may join an alumnae chapter in the city in which she resides upon the payment of national and local dues through that chapter. In communities in which there are two or more alumnae chapters, a soror may select the chapter of her membership. Many Deltas do not graduate from college; however, such Deltas are still eligible for membership in an alumnae chapter if they pay national and local dues.

### **PLEASE NOTE:**

*A soror placed on cease & desist shall not participate in any activity of the Sorority until the order is lifted by the Regional Director.*

*A soror on probation or under suspension shall not participate in any activity of the Sorority, unless otherwise prescribed by the Regional Director, the Scholarship and Standards Committee, or the National President.*

*A soror against whom a fine or financial obligation has been imposed shall not participate in any activity of the Sorority until said obligation has been fully satisfied.*

### **RESPONSIBILITY OF THE CHAPTER TO THE MEMBER**

If a chapter is to grow, to carry out its purpose, to occupy an important place in the lives of sorors and to be recognized in the community, it must assume certain responsibilities. It is important to provide a well-planned program with proper balance so that it will interest all sorors. The program should be vital, beneficial, challenging, and varied enough to appeal to the different interests and age groups in Delta Sigma Theta Sorority, Inc. Pleasure should be found in the friendliness at meetings, and an aura of challenge can be developed in any activity if sufficient leadership is given by members who really enjoy people. Always remember that a strong organization gives pleasure to its members by being friendly, permitting them to learn and making them feel a part of a purposeful program – whether that program is service, educational, social or a combination of all three.

Some important reminders to chapters are:

- ◆ Begin and end meetings on time;
- ◆ Encourage participation in every part of the meeting;
- ◆ Let the sorors "in" on all plans and activities;
- ◆ Give sorors a chance to represent the chapter on the community level by delegating them to attend meetings of other groups when an invitation is received by the chapter;
- ◆ Have chapter members accompany sorors new to the community to community meetings.
- ◆ Plan the time, place, and frequency of meetings so that they are convenient for a majority of chapter members;
- ◆ Have a friendly and relaxed relationship between the officers and members; and
- ◆ Evaluate programs and procedures periodically and change when conditions warrant it.

### ***ROLE OF AN INDIVIDUAL CHAPTER MEMBER***

Ideally, every member of the chapter will be actively involved in some responsibility during the year. Members of the Sorority must behave in a responsible manner as they receive the reports of officers and committees. During the chapter meetings, all questions and comments should be addressed to the presiding officer. Suggestions should be constructive and should lead to a solution to any problem. Sorors should not needlessly prolong a meeting. In a sisterhood such as Delta Sigma Theta Sorority, Inc., differences of opinion are respected; however, it is important to be able to differ without bitterness. Deliberate contentiousness must be avoided. In any democratic organization, the majority must rule when all have had an opportunity to place their opinions before the body.

Each of us gives leadership. Whether this leadership will be constructive depends upon the way we operate in the particular situation. We must respect the rights of others, have compassion for their limitations, and have understanding of each other's needs. Each Soror must be willing to submerge herself in the whole and yet be able to provide leadership when it is required. Leadership is participation and hopefully, every member of Delta Sigma Theta Sorority is a participating member with a contribution to make to the Sorority.

An effective chapter member should:

- ◆ Be loyal to the officers and to Delta Sigma Theta Sorority, Inc.;
- ◆ Attend meetings regularly;
- ◆ Pay dues promptly;
- ◆ Mark the calendar, so meeting dates are not forgotten;
- ◆ Be willing to serve when asked;
- ◆ Be fair to all, interested in all, and never become involved in a clique; and
- ◆ Be interested in the purpose of the discussion or activity, rather than in the personality of the discussant or participant.

### ***RESPONSIBILITY OF THE MEMBER TO THE CHAPTER***

The chapter is as successful as the members make it. It is the responsibility of all members to be effective. A member assumes an obligation to take part in the activities and to support the chapter. There are many ways of giving help to a chapter. A member may offer her home for a special occasion, may donate food or contribute to the costs of the meeting or special events. She may give extra help with ticket selling for a fundraising event, even if she cannot attend every meeting or chair a committee.

Often meetings fall short of what they might accomplish because of the false notion that the sole responsibility rests with the chair. It is only when each member shares the responsibility for moving the business on that the group will operate effectively and in a truly democratic and sisterly fashion.

Sorors should arrive on time and stay throughout the meeting. They should speak up when they have something to contribute, stick to the point but listen attentively when others are speaking, and respect and give thoughtful consideration to the view of others. They may request further information or study if they feel that the chapter has insufficient data on which to make a decision. They, as well as the chair, can help clarify a point, encourage others to express their views, summarize and integrate ideas. Whether or not the final decisions are feasible is as much the member's responsibility as the chair's.

## CHAPTER MANAGEMENT AND MEMBER DEVELOPMENT

### A Chapter must:

- ◆ Develop and amend Chapter Rules of Order and Policies & Procedures
- ◆ Disseminate copies of Chapter Rules of Order and Policies & Procedure to chapter members after approval by the regional member to the National Scholarship and Standards Committee
- ◆ Maintain a current copy of the Chapter Management Handbook
- ◆ Maintain current inventory of Delta tools and forms
- ◆ Hold one scheduled meeting for the chapter per month that is conducted according to parliamentary procedure
- ◆ Maintain a record of meeting proceedings
- ◆ Develop committee structure that is consistent with the *Constitution and Bylaws*
- ◆ Schedule and execute appropriate committee meetings
- ◆ Submit all items necessary for compliance according to guidelines
- ◆ Implement a transition of officers meeting annually or biennially
- ◆ Disseminate appropriate chapter mailing items to chapter officers, members, and committee chairpersons
- ◆ Prepare a means of assessing internal operations
- ◆ Conduct an annual assessment of internal operations
- ◆ Maintain appropriate inventories of all chapter properties

### A Chapter Should Develop and Encourage its Members:

- ◆ Attend regional conferences and national conventions
- ◆ Attend regional and state meetings
- ◆ Schedule and implement an annual chapter retreat
- ◆ Plan and execute activities for bonding and collaboration
- ◆ Plan and execute means for conflict management and resolution
- ◆ Develop and implement an ongoing education program (e.g. DID workshops, speakers)
- ◆ Encourage talent development through appropriately scheduled activities
- ◆ Establish a means to keep all chapter members informed about internal and external concerns about the Sorority, the chapter and the community
- ◆ Identify and implement strategies for reclamation and retention of members
- ◆ Network with other chapters
- ◆ Network with appropriate agencies, organizations and other institutions

### A Chapter Must Maintain Accurate Protocol Management:

- ◆ Perform ceremonies according to the Ritual
- ◆ Sing all official Delta songs as written
- ◆ Identify signs, symbols, and secrets of the Sorority
- ◆ Explain procedures for courtesies afforded members of the Sorority
- ◆ Outline proper decorum for public and closed programs
- ◆ Wear official Sorority jewelry properly
- ◆ Wear Delta paraphernalia in good taste
- ◆ Schedule and execute Founders Day program annually during January, February, or March

- ◆ Communicate appropriately with National and Regional Officers and National Headquarters staff
- ◆ Possess appropriate Delta properties for all ceremonies and meetings
- ◆ Implement proper procedures for the verification of members
- ◆ Utilize appropriate channel of communication with the public (know who speaks for Delta)

#### **Chapter Fiscal Management Is Essential:**

- ◆ Maintain accurate and current financial records
- ◆ Submit all annual dues collected for the current year
- ◆ Submit all corporate fees for the current year
- ◆ Conduct an annual audit of chapter financial records
- ◆ Establish/use an acceptable procedure for recording receipts and expenditures
- ◆ Submit chapter financial statement to National Treasurer
- ◆ File annual financial report and Federal Income Tax Group Return Authorization Form with National Headquarters
- ◆ Obtain general bonding insurance through Grand Chapter
- ◆ Provide receipts for all monies collected
- ◆ Report monthly on treasury status to the chapter
- ◆ Involve appropriate chapter officers and members in the establishment of the annual budget
- ◆ Prepare a balanced budget annually
- ◆ Prepare short-range and long-range budgetary projections
- ◆ Coordinate budget requests and expenditures among standing and special committees
- ◆ Establish/use an acceptable procedure for receiving and disbursing funds
- ◆ Develop and implement appropriate means for fund raising or financial support of the chapter program planning and development

## COMPLIANCE

Compliance is submitting documentation that:

- shares the activities of the previous year,
- details what funds were received and how they were dispersed for that year as well as the amount to be utilized the ensuing year;
- identifies the officers for the upcoming year,
- notes appropriate fees have been paid by members and the chapter
- Shares current chapter policies and procedures
- Shares status of chapter membership

All chapters within Grand Chapter MUST submit all documentation prior to beginning chapter activities

The Regional Director notifies all chapter of compliance; although with the RED Zone, chapter are able to know their status.....the official notice comes from the Regional Director.

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The revised Corporate Compliance Checklist can be found in the Scholarship and Standards section of the national website.

## PRODUCTIVITY: AN EFFECTIVE CHAPTER MEETING

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- ◆ Be prepared – President, other officers and committee chairs.
- ◆ be on time and start on time.
- ◆ adopt the agenda and follow the agenda.
- ◆ Utilize Robert’s Rules of Order, Newly Revised, Chapter Rules of Order, Chapter Policies and Procedures.
- ◆ Stay within the meeting time.
- ◆ Adhere to guidelines for presenting reports.
- ◆ Refrain from side bar conversations.
- ◆ Play an active role in the decision making.
- ◆ Stay informed by reviewing your Delta resource documents.
- ◆ Offer recommendations that will improve chapter operations.

## PRODUCTIVITY: CHAPTER MEETING AGENDA

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The agenda is a detailed list of specific items arranged in an order of business. The agenda may or may not be adopted by the chapter at the beginning of a meeting. When non-business matters, such as guest speakers, meals, or an educational program are included in the agenda, it is often called a program. Having a printed copy of the tentative agenda in the hands of each member is standard procedure.

The adoption of the agenda is a kind of main motion: it is not in order when another has the floor, requires a second, is debatable, is amendable, requires a majority vote, and is reconsiderable only in the negative. After the agenda has been adopted, it may be suspended by a motion comparable to a motion to suspend the rules, and it may be amended by the motion to amend after adoption.

The following is a sample agenda:

### **SAMPLE AGENDA**

- ◆ Call to Order
- ◆ Adoption of Agenda
- ◆ Minutes of previous meeting
- ◆ Introduction of National Officers or representatives on official business
- ◆ Communications
  - ◆ National Officers
  - ◆ Regional Officers
  - ◆ Chairs of National Committees/Commissions
  - ◆ National Headquarters
  - ◆ Other
- ◆ Chapter Reports
  - ◆ Executive Board
  - ◆ Officers
  - ◆ Standing Committees
  - ◆ Special Committees
  - ◆ Individual Assignments
- ◆ Unfinished Business
- ◆ Major program emphasis (i.e. speaker, etc. – if non-Delta, the candles should be extinguished until after the speaker leaves)
- ◆ New Business
- ◆ Announcements
- ◆ Adjournment
- ◆ Ritualistic Closing

# PRODUCTIVITY

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- ◆ Establish in writing global chapter goals and objectives that are consistent with the national program of the Sorority
- ◆ Plan and execute at least two Delta programs that are consistent with the national programs of the Sorority
- ◆ Develop long-range programmatic plans that are consistent with national programmatic thrusts
- ◆ Develop a program calendar annually for distribution among chapter members, Regional Officers, and National Headquarters personnel who coordinate Program Planning and Development
- ◆ Identify and participate in networking aligned with local and national goals and objectives for program development
- ◆ Develop a means of acquiring information about community, fiscal, and human resources necessary for program enhancement
- ◆ Involve a representative number of chapter members in the short-range and long-range planning of the program calendar and the programmatic goals and objectives
- ◆ Earmark funds for the implementation of programmatic thrusts
- ◆ Explore opportunities/funding for programmatic support from corporate agencies
- ◆ Conduct an annual evaluation of program activity upon which future objectives and plans are developed
- ◆ Disseminate a summary of developmental and evaluative data to chapter members
- ◆ Design programs consistent with data provided in needs assessment that is disseminated in the community and the chapter

## **VIABILITY: CHAPTER PROGRAMMING**

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Delta Sigma Theta performs public service through the Five-Point Programmatic Thrust. Programs may also be in support of the biennial theme adopted by the Grand Chapter. The Collegiate Advisor (if applicable) and Chapter President must assist the chapter in planning a program of activities in pursuit of long range and short range goals. The chapter must have viable goals above and beyond membership intake. If there is a need for special help in programming, contact the Regional Director and/or Regional Representative, National Chair of Program Planning and Development Committee or Director of Program Planning and Development at National Headquarters. Involvement in program planning provides an opportunity for members to grow and develop as individuals. Chapters may wish to work in collaboration with other groups (e.g., Red Cross, fraternities and other sororities, other independent groups) in carrying out programs to address community needs.

### **Principles of Planning**

Plans should be based on facts concerning past and present national and community conditions and the predictions of the future. Facts lend stability to plans. Plans should be based on clearly defined objectives and goals. These plans help a chapter focus on the most important needs. Plans should be developed with the help of those concerned. People are more willing to accept and execute plans which they have helped develop. Plans should be ambitious, yet realistic. They should strive for continuous progress and should challenge sorors to put forth their best efforts. They must, however, be within the realm of possibility from the standpoint of available time, money, members and facilities. Plans should be flexible. They must permit adjustments to meet any unpredictable changes in conditions or needs. Plans should be clearly and simply stated, so that everyone involved in carrying them out knows what is to be done, when it is to be done, and by whom it will be done.

## Steps in the Program Planning Process

Below are the steps to build an effective chapter program:

1. Make an assessment of the community
  - ◆ Vital statistics (i.e., population, number of persons by race, special industries)
  - ◆ Politics of the community
  - ◆ Number and kinds of black businesses
  - ◆ Organizations or prospective networks serving the area
  - ◆ Community leaders
2. Assess community needs
  - ◆ Areas of community needs
  - ◆ Community needs serviced by other groups
  - ◆ Needs which the chapter cannot address
3. Assess community resources
  - ◆ Available space (free or at minimal cost)
  - ◆ National organizations with local offices
  - ◆ Libraries
  - ◆ Government agencies
  - ◆ Media sources
  - ◆ Social service agencies
4. Assess the chapter
  - ◆ Goals and objectives of the chapter for the year
  - ◆ Size of chapter
  - ◆ Number of active, working members
  - ◆ Capabilities of chapter members
  - ◆ Occupations and interests of chapter members
  - ◆ Programs in which the members are interested
  - ◆ Chapter's preferred method of fund raising (internal, external or combination)
5. Assess feasibility of planning joint programs with others (Working with other Delta chapters or other organizations)
  - ◆ Sharing resources
  - ◆ Sharing woman power
  - ◆ Reaching wider audience
  - ◆ Strengthening Delta sisterhood
6. Develop a framework for planning activities
  - ◆ Decide for each proposed activity/event:
  - ◆ Why are we doing this?
  - ◆ What value does this have to the chapter or community?

- ◆ What skills, ideas and techniques are needed to make the program effective?
- ◆ Do programs and its implementation reflect basic ideals of the Sorority?
- ◆ What resources are available for implementation?
- ◆ Should this be a long-range or short-range program?
- ◆ Select activities/events that cover a broad range of interests and have a good likelihood of success. Don't be afraid to try something new and different.
- ◆ Create a chapter calendar that lists all chapter activities each month. Look for dates/events that overlap and months with too little or too much activity.

#### 7. Create evaluation mechanisms

- ◆ Develop performance measures for evaluation:
- ◆ Did the activity actually provide a service to the community as planned by the committee?
- ◆ What benefit/impact did the activity have on the community?
- ◆ Did the community need the provided service?
- ◆ How many people attended the activity?
- ◆ Was the activity held at a convenient time and place for the community?
- ◆ Were success measures met? (i.e., money raised, service provided, level of community service).
- ◆ Survey program/event participants
- ◆ Survey chapter on how well programs/activities were carried out.

#### 8. Develop a set of recommendations based on evaluations

- ◆ Should the activity be continued/repeated?  
If yes: Why? If no: Why not?  
If yes: What facets of the project should be improved, deleted, added, or changed?

The activities proposed by the committee following the program planning session should be reviewed to determine if they are consistent with the chapter's mission, goals and program theme, and Delta's programmatic thrusts. The chapter Demographics Reporting Form provides a comprehensive means for evaluating programs. The chapter Demographics Reporting Form should be completed at the conclusion of each activity.

# NOTES

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## The Leadership Academy

2015-2017

Elsie Cooke-Holmes, Co-Chair  
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