



**KAPPA ALPHA PSI FRATERNITY, INC.**

# **2021-2025 Strategic Plan**



# Kappa Alpha Psi Fraternity, Inc.

## Strategic Plan

2021-2025

*“A vision without a strategy remains an illusion”*

-Lee Bolman

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*The Grand Chapter*  
**Kappa Alpha Psi Fraternity, Inc.**  
*TRAINING FOR LEADERSHIP SINCE 1911*

May 1, 2021

To My Brothers of Kappa Alpha Psi,

I bring you greetings on behalf of the 34<sup>th</sup> Administration of this great fraternity. It is our pleasure to serve and our intent to remain great stewards of our noble clan during our time in office. Our administration believes strongly in the need for forward, future thinking. It is critical that we ensure our organization's ability to continually address the evolving needs of the fraternity and the communities in which we live.

I am pleased to introduce a five-year strategic plan for Kappa Alpha Psi Fraternity, Inc. This strategic plan is the visual representation of our efforts to display the roadmap that will lead us to our desired destination. It outlines the best routes and pathways to achieve the goals and objectives set forth in eight fraternal focus areas.

Hats off to the strategic planning committee for their work over the past year assembling this product. As we move forward, the plan's direction will help us continue the legacy of, "Achievement in Every Field of Human Endeavor" and build upon the foundation of excellence that previous generations of Kappa men have laid.

I encourage you to read and familiarize yourself with the information herein. I appeal for your engagement and involvement at a high level of service in support of our efforts to move Kappa in sweeping directions and to greater heights. As always, I remain...

Yours in the Bond,

Reuben A. Shelton

34<sup>th</sup> Grand Polemarch

Kappa Alpha Psi Fraternity, Inc.





*The Grand Chapter*  
**Kappa Alpha Psi Fraternity, Inc.**®  
*TRAINING FOR LEADERSHIP SINCE 1911*

May 1, 2021

My Brothers,

I bring you greetings in Phi Nu Pi. On behalf of the Strategic Planning Committee, I am pleased to present Kappa Alpha Psi's five-year strategic plan. This document will steer the course of our fraternal direction through 2025. The plan is the product of a twelve month, in-depth, organization-wide evaluative process. The strategic plan reflects vital input from our membership at every level and demographic as well as informed insights, research and planning.

I am thankful to the 34<sup>th</sup> Grand Polemarch, Reuben A. Shelton for his leadership and foresight to commission this effort. I am grateful for the service of the strategic planning committee and their tireless effort to help craft a plan to move the fraternity forward.

Kappa Alpha Psi is historically positioned to experience unprecedented growth and extraordinary success. This plan will guide our efforts to forge ahead to walk into our destiny. We can embark on the next five years with the belief, confidence and pride in the fact that we are actively building, The Kappa of our Dreams!

Yours in the Bond,

Jimmy McMikle  
National Director of Organizational Effectiveness  
Strategic Planning Committee Chairman  
34<sup>th</sup> Administration  
Kappa Alpha Psi Fraternity, Inc.

# A Historical Overview of Kappa Alpha Psi

**Kappa Alpha Psi®**, a college Fraternity, was born in an environment saturated in racism. The state of Indiana became the 19<sup>th</sup> state of the Union in 1816 and it founded Indiana University in Bloomington four years later. This city was largely populated by settlers from below the Mason-Dixon line and therefore found many sympathizers of the Southern cause. Consequently, the few Blacks who took up residence in Bloomington in those early years were socially ostracized and encountered extreme acts of prejudice and discrimination. The state of Indiana became a stronghold for the Ku Klux Klan. Their intolerance toward Blacks fueled the negative mindset of other Whites residing there. Vigilante lynching of Blacks were commonplace. This environment made day-to-day life for Blacks an arduous task and attempts to successfully achieve in school, nearly impossible. Despite the growing hostility of Whites toward Blacks in Indiana, some Black students sought a college education at Indiana University, as it was a tuition-free university of the highest quality. However, few Blacks could remain longer than a year or so without having to withdraw in search of employment.

The campus of Indiana University at that time did not encourage the assimilation of Blacks. The administration maintained an attitude of indifference, as Blacks slowly matriculated and were likewise swiftly forgotten. The percentage of Blacks on campus was less than 1%. Blacks could go weeks without seeing one another on campus. Blacks were not allowed to reside in on-campus dormitories, were not afforded off-campus accommodations, and they were also denied the use of all other university facilities and were barred from participating in contact sports. Track and Field was the only sport which Blacks were able to demonstrate their athleticism.

In the school years of 1910-11, a small group of Black students attended Indiana University.

Most of them were working their way through school. The number of places where they might assemble was limited. Realizing that they had no part in the social life of the university and drawn together by common interests, they decided that a Greek-letter fraternity would do much to fill the missing link in their college existence.

Two of these men, Elder Watson Diggs and Byron Kenneth Armstrong, had previously attended Howard University and had come into contact with men belonging to the only national Black Greek-Letter Fraternity currently in existence. Their experiences at Howard gave rise to the chief motivating spirits which sowed the seed for a fraternity at Indiana University and crystallized the idea of establishing an independent Greek-letter organization.

Consequently, eight other men met with Diggs and Armstrong for the purpose of organizing such a fraternity. The charter members were Elder Watson Diggs, Byron K. Armstrong, John M. Lee, Henry T. Asher, Marcus P. Blakemore, Guy L. Grant, Paul W. Caine, George W. Edmonds, Ezra D. Alexander and Edward G. Irvin. The Founders sought one another's company between classes and dropped by one another's places of lodging to further discuss the means of formulating the fledgling fraternity in an effort to relieve the depressing isolation. They found that through these close interactions, they had common interests and a close bond began to emerge. The organization was given the temporary name of *Alpha Omega*, while they further developed the formation of the

organization. Diggs presided as president, while Irvin was assigned as temporary secretary of Alpha Omega. Alpha and Omega, the first and the last letters of the Greek alphabet correlate to Christ and the Founder's relationship and connection to the church.

The Founders were God-fearing, and serious-minded young men who possessed the imagination, ambition, courage and determination to defy custom in pursuit of a college education and careers. The ideals of the church were an important foundation of the Fraternity. One of the 5 Objectives of the Fraternity is: "To promote the *spiritual*, social, intellectual and moral welfare of members." Many aspects of the Fraternity's rites are engrained in Christianity ideals and contain excerpts from the Bible.

It was clear at the outset that the new fraternity would not warm over principles or practices of other organizations. Nor would the new Fraternity seek its members in the manner of other Greek organizations – from among the sons of wealthy families or families of social prestige. These men of vision decided the Fraternity would be more than another social organization. Reliance would be placed upon high Christian ideals and the purpose of **ACHIEVEMENT**.

The Fraternity would seek to raise the sights of Black youths and stimulate them to accomplishments higher than might otherwise be realized or even imagined.

On January 5, 1911, the Fraternity then became known as *Kappa Alpha Nu*, possibly as a tribute to the Black students of 1903 (the Alpha Kappa Nu Greek Society) who preceded them at Indiana University. These men of vision decided Kappa Alpha Nu would be more than another social organization. It would be the only Greek-letter organization founded with the concept of achievement. Kappa Alpha Nu began uniting college men of culture, patriotism and honor in a Bond of fraternity. Primarily, under the efforts and leadership of the calm, methodical, and philosophical Elder W. Diggs and the critical, and scholarly Byron K. Armstrong, the Kappa Alpha Nu Fraternity was founded. Through their combined labors, the fraternity's ritual and ceremonial forms, constitution, hymn and motto were created, and insignia and emblems were fashioned. Taking careful attention to detail and to ensure the fraternity was rooted in authenticity, these Founder Diggs took courses in Greek heraldry and mythology and applied their combined knowledge to the development of these articles. The idealist, John Milton Lee also contributed significantly to the fledgling organization. For their works to establish the fraternity, Diggs was named permanent chairman, Lee was designated as secretary and Armstrong as sergeant-at-arms. These three Founders are credited with guiding the infant Fraternity through the most perilous years of its life. Able assistance provided by each of the remaining Founders furnished necessary sustenance for the embryonic group. Kappa Alpha Nu became the first incorporated Black Fraternity in the United States once granted a charter by the Indiana Secretary of State on May 15, 1911.

Born out of the vestiges of racism, Kappa Alpha Nu encountered another metamorphosis, partially related to action of bigotry. One day as one of the Fraternity members, Frank Summers, was running the hurdles, Founder Diggs overheard a White student state, "He is a member of Kappa Alpha Nig". There was an additional misunderstanding being attributed to the acronym of the Fraternity's Greek letters, KAN. Some confused the abbreviation of the letters to refer to the state of Kansas. The name of Fraternity and the image it portrayed was of paramount importance. These incidents caused the Founders to change the name of the Fraternity. The Greek Letter  $\Psi$  was

chosen in place of N and the Fraternity acquired a distinctive Greek letter symbol and *Kappa Alpha Psi*® thereby became an indistinguishable Greek-letter Fraternity. The name was officially changed to Kappa Alpha Psi on a resolution adopted at the Grand Chapter Meeting in December 1914. This change became effective April 15, 1915.

Kappa Alpha Psi® was the first Black Greek Lettered Organization to issue a monthly publication. The inaugural edition of the Kappa Alpha Nu Journal debuted April 1914 and has printed uninterrupted since with the exception to 1918 and 1919, due to WWI.

*Since the beginning, every endeavor was directed toward establishing the Fraternity upon a strong foundation before embarking on plans of expansion. Careful consideration was given to ensure the organization established a firm foundation the first year before efforts to expand were attempted. Five chapters were chartered from 1913-1915, centered in the Midwest; with the first chapter being established in the East in 1915. Except for the years of World War I and II, when some Grand Chapter Meetings were suspended, Kappa Alpha Psi® has grown and prevailed with unabating impetus.*

Kappa Alpha Psi®, now comprised of functioning Undergraduate and Alumni Chapters on major campuses and in cities throughout the country, is the crystallization of a dream. It is the beautiful realization of a vision shared commonly by the late Revered Founders that enabled them to sow the seed of a fraternal tree whose fruit is available to, and now enjoyed by college men everywhere, regardless of their color, religion or national origin. It is a fact of which Kappa Alpha Psi® is proud that the Constitution has never contained any clause which either excluded or suggested the exclusion of a man from membership merely because of his color, creed, or national origin.

Kappa Alpha Psi® is the 2<sup>nd</sup> oldest existing collegiate historically Black Greek Letter Fraternity and the 1<sup>st</sup> intercollegiate Fraternity incorporated as a national body. It remains the only Greek letter organization with its Alpha Chapter on Indiana University's campus. The Fraternity has over 125,000 members with 700 undergraduate and alumni chapters in nearly every state of the United States, and international chapters in Nigeria, South Africa, the West Indies, the United Kingdom, Germany, Korea and Japan.

Through its worldwide prominence, Kappa Alpha Psi® has had a global impact on events which affect our local communities as well as places around the globe. Local chapters of Kappa Alpha Psi® participate in community outreach activities to feed the homeless, provide scholarships to young people matriculating to college, serve as mentors to young men, participate in blood drives and serve as hosts of seminars for public health awareness to name a few. Nationally, Kappa Alpha Psi® has provided summer enrichment camps and provided funds for St. Jude Medical Research Center to assist in the fight against childhood catastrophic diseases by raising more than \$1 Million. Internationally, Kappa Alpha Psi® members have answered the call to service by proudly serving our military in wars since WWI and raising funds to assist those in need following natural disasters around the world, including hurricanes, tornadoes, typhoons and earthquakes.

Kappa Alpha Psi® proudly boasts of members who epitomize the very essence of Achievement in Every Field of Human Endeavor.



# The Fundamental Purpose of Kappa Alpha Psi

The fundamental purpose of Kappa Alpha Psi Fraternity, Inc. is achievement in every field of human endeavor.

## The 5 Objectives of Kappa Alpha Psi

- To unite college men of culture, patriotism and honor in a bond of Fraternity;
- To encourage honorable achievement in every field of human endeavor;
- To promote the spiritual, social, intellectual and moral welfare of its members;
- To assist the aims and purposes of colleges and universities;
- To inspire service in the public's interest

## Core Values of the 34<sup>th</sup> Administration

Integrity  
Respect  
Transparency  
Communication

Benefits  
Dialogue  
Courage and Candor  
Protect intake candidates, brothers and the fraternity

## Vision Statement

Kappa Alpha Psi Fraternity, Inc., will be the premier fraternal organization providing leadership development and empowerment with a community-oriented service function through our college campus and community-based centers of operations.

## The Strategic Planning Committee

### Committee Members:

**Jimmy McMikle**, Chairman (Alpha, Spring 1991)  
**Joseph Bryant** (Beta Sigma, Spring 1975)  
**Harry Bonsu** (Kappa Mu, Spring 1990)  
**John F. Burrell** (Kappa Iota, Fall 1988) - Elder Watson Diggs Awardee  
**Dominique D. Calhoun** (Omicron Rho, Fall 2007)  
**Craig C. Chisholm** (Beta Epsilon, Spring 1978)  
**Christopher Cross** (Lambda Pi, Spring 2016)  
**Andre G. Early** (New Rochelle-White Plains Alumni, Spring 1995)  
**Ivan Garcia** (Kappa Alpha, Fall 2016) - Guy L Grant & Byron K. Armstrong Awardee  
**W. Ken W. Jackson** (Beta Delta, Spring 1964) - Elder Watson Diggs Awardee  
**John Marshall Jones** (Theta, Spring 1980)  
**Dr. Marlon R. Mitchell** (Alpha, Spring 1991)  
**L'Mani S. Viney** (Chi Chapter, Spring 1993)

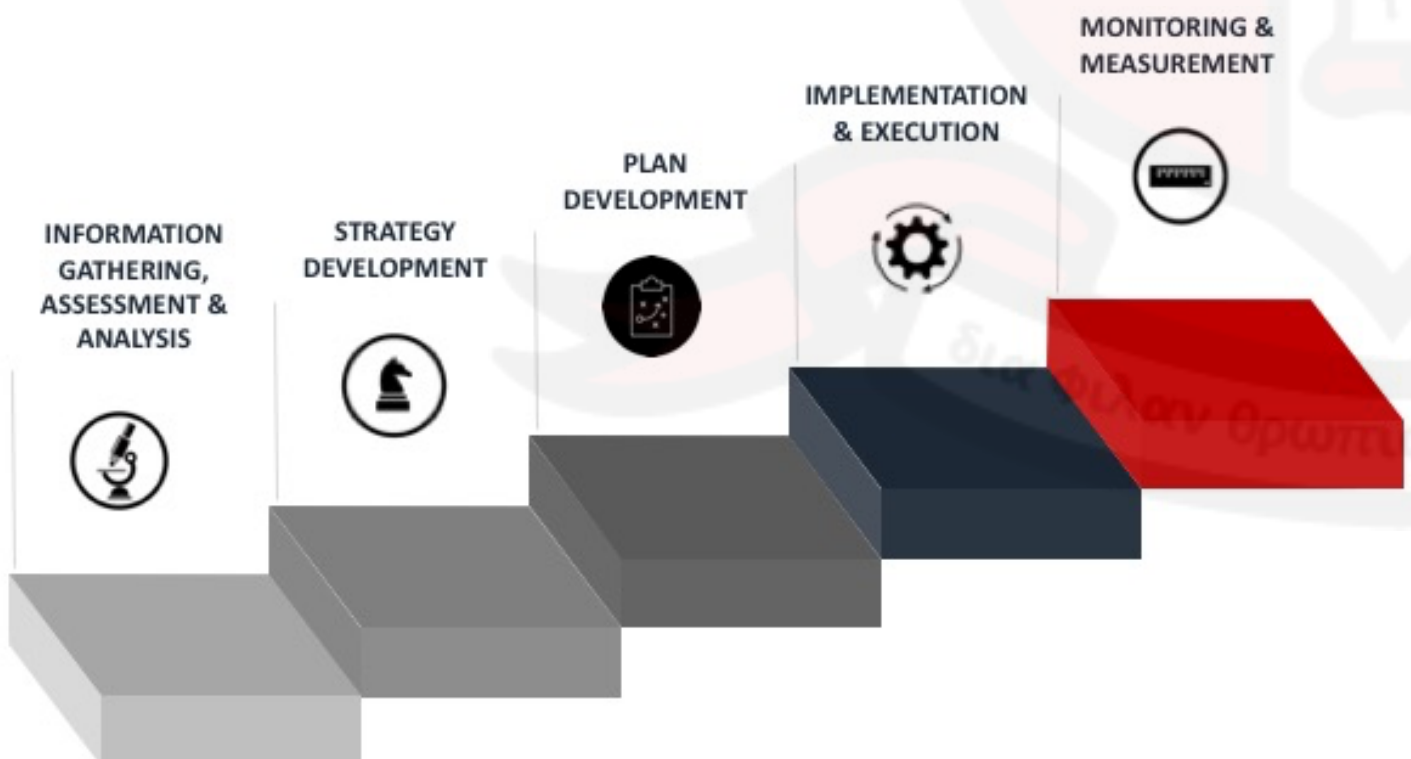
# Overview of the Strategic Planning Process

The strategic planning process began Friday, September 6, 2019 in Washington, D.C., during a two-day executive leadership retreat for the 34<sup>th</sup> Administration of Kappa Alpha Psi. The Grand Board of Directors; Council of Past Grand Polemarch's; Council of Province Polemarch's; Council of Senior Province Vice Polemarch's; Council of Junior Province Vice Polemarch's; National Committee Chairmen and invited fraternal dignitaries participated in the conduction of a full-day SWOT analysis exercise to evaluate the strengths, weaknesses, opportunities and threats facing the fraternity. The exercise provided a "snapshot in time" of the fraternity's status, thus allowing for an effective analytical assessment of Kappa Alpha Psi as an early-stage step in the strategic development process. That exercise yielded ten pages of data for subsequent committee use.

The collected data was grouped categorically into eight focus areas. Every factor, issue, consideration or concern regarding Kappa Alpha Psi can be associated with one of those corresponding categories. The eight focus areas were used as a framework to guide the subsequent work of the strategic planning committee over the course of the next year.

The Strategic Planning Committee employed a variety of instruments to offer opportunities for our membership, key stakeholders, partners and funders to provide input into this inclusive planning process consistent with a 360-degree feedback model. This included the membership survey. Kappa Alpha Psi's strategic planning process is represented in five successive steps as indicated in the following graph.

## The Kappa Alpha Psi Strategic Planning Process



## 2021-2025 Strategic Plan Focus Areas

	<b>UNDERGRADUATE GROWTH &amp; DEVELOPMENT</b>	Coordinated strategic effort to support Kappa Alpha Psi's collegiate demographic by empowering academic achievement; expanding the fraternity's college footprint; providing training opportunities and creating pipelines for effective professional transition.
	<b>BRAND MANAGEMENT</b>	Create a well-defined brand identity and effective brand strategy that creates consistency across various touchpoints, elevating the brand and increasing the value of Kappa Alpha Psi.
	<b>FINANCES</b>	The development of strategies that increase the financial viability; implementation of policies and procedures that ensure fiscal responsibility and integrity in operation and the identification of additional streams of revenue generation.
	<b>GUIDE RIGHT</b>	Enhance the current set and diversify the variety of program offerings under the fraternity's youth training umbrella for maximum and desired generational impact.
	<b>INFRASTRUCTURE &amp; OPERATIONS</b>	Address the needs that support the mission, objectives and goals that lead to organizational success, including IHQ; institutional sustainability; organizational effectiveness; operational excellence and continuous improvement.
	<b>MEMBERSHIP SERVICES</b>	Increase the offerings and improve the systems, processes and services that facilitate a great member experience; increase membership engagement and retention and strengthens the bond of fraternity.
	<b>ORGANIZATIONAL CULTURE</b>	Clearly define the shared set of organizational beliefs, ideologies, and values (supported by structure and strategy) that guide the thought, action, morale, commitment and behavior of the fraternity membership.
	<b>TRAINING FOR LEADERSHIP</b>	To develop, enhance and or expand opportunities for personal growth, professional development and life readiness whether for the purposes of an internal, external, youth or adult audience.

# **2021-2025 Strategic Plan**







## FOCUS AREA #1 – UNDERGRADUATE GROWTH & DEVELOPMENT

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*“Education is the passport to the future, for tomorrow belongs to those who prepare for it today.”*  
- Malcolm X

**GOAL:** Coordinated strategic effort to support Kappa Alpha Psi’s collegiate demographic by empowering academic achievement; expanding the fraternity’s college footprint; providing training opportunities and creating pipelines for effective professional transition.

**Strategy # 1** - Create a culture of student achievement & success.

- Improve academic performance, retention and graduation rates.
- National graduation Day/Holiday event

**Strategy # 2** – Enhance, expand, unleash and leverage a more effective Achievement Academy

- Establish a professional mentoring match model
- Provide career/professional readiness opportunities for undergraduates
- Create internship and job placement opportunities
- Develop strategic workforce partnerships

**Strategy # 3** – Redefine and solidify meaningful, productive chapter advisory relationships, interactions, experiences and models of support for each undergraduate chapter

**Strategy # 4** - Develop a strategic nationwide growth plan to attract candidates who embody the fundamental purpose and 5-objectives of Kappa Alpha Psi (in parallel with strategy #5 of our Organizational Culture focus).

- Concerted effort to satisfy statutory minimum
- Create and promote a value proposition
- Formally train chapters how to generate interest
- Genuine alumni support
- Eliminate barriers to growth
  - Address the “We don’t recruit vs They come to us” mentality
  - Stop Hazing, with Consequences and repercussions

**Strategy # 5** – Empower the Director of Undergraduate Affairs to lead effective and relevant change, tasking him with true oversight of matters concerning the collegiate demographic.

- Design, Develop, Implement and Execute an effective pipeline strategy to transition graduating students into active alumni chapter membership, increasing fraternal retention.
- Creation and implementation of programs and initiatives that teach life readiness and oversight of programs addressing this demographic
- Issues of advocacy
- Add an Associate Director of Undergraduate Affairs staff position

**Strategy # 6** - Create an undergraduate led technology initiative that educates alumni demographics about the use of technology (general technology, social media, smart phone usage, etc.)



## FOCUS AREA #2 – BRAND MANAGEMENT

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*“A brand is a living entity – and it is enriched or undermined cumulatively over time, the product of a thousand small gestures”*

*-Michael Eisner*

**GOAL: *Create a well-defined brand identity and effective brand strategy that creates consistency across various touchpoints, elevating the brand and increasing the value of Kappa Alpha Psi.***

### **Strategy # 1 - Elevate Brand Awareness**

- Define the qualitative and quantitative measures that evaluate the extent to which Kappa Alpha Psi is recognized and synonymously associated with our specific brand by the general public.
- Implement a nationwide marketing and media strategy that promotes our organization's works and highlights the fraternity's brand.

### **Strategy # 2 - Earn Desired Brand Reputation**

- Create, implement and execute strategies that positively influence the general public's propensity to “Know, like and trust us.”
- Define our messaging strategy & proactively control our own narrative to remain a relevant and significant organization
- Showcase our differentiators and areas of competitive advantage.
- Regularly collect feedback and monitor perception from stakeholders across multiple categories (funders, sponsors, community partners, etc.).
- Focus on “customer satisfaction.”

### **Strategy # 3 - The Grand Board of Directors shall develop and implement a comprehensive risk management policy and set of procedures to protect our brand and fraternal assets.**

- Enforce Trademark Infringement
- Civil litigation re: hazing and social host liability violators

### **Strategy # 4 - Expand our portfolio of strategic corporate and community partnerships**

- To optimize existing and future initiatives and areas of service provision
- To expand our community footprint

### **Strategy # 5 - Define our organizational membership's value proposition**

- To attract a desired quality of prospective candidate



## FOCUS AREA #3 – FINANCES

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*“Sometimes it’s not about the money, but rather the process of managing the money”  
-Unknown*

**GOAL:** *The full implementation, continued refinement and execution of our recently developed fiscal policies and procedures to ensure fiscal responsibility and integrity in operation; the incorporation of strategies that increase organizational financial viability and the identification and integration of additional streams of revenue generation.*

- Strategy # 1** – The continued enhancement and implementation of our set of financial management policies in line with generally accepted accounting principles (GAAP); reflective of current and future operations; infrastructure considerations; growth projections, strategic new initiatives and with appropriate safeguards to ensure our financial integrity.
- Define an investment strategy
  - Empower & leverage our independent finance committee to provide bi-annual financial reviews and reports to the Executive committee.
  - Utilize a dashboard for transparency and to communicate financial updates to members
- Strategy # 2** - Stabilize and diversify revenue streams to ensure our financial sustainability
- Decrease issues associated with our current streams of revenue
  - Create and grow revenue in different areas to ensure organizational stability and decrease the fatal risk associated with only one/limited revenue streams.
- Strategy # 3** - Increase the bi-annual total of (non-member assessment) funds raised
- Hire and staff a full-time Director of Development at International Headquarters (IHQ) to direct activities to realize a 50% increase in corporate sponsorship revenue and generate a 30% increase in targeted fundraising activity dollars.
  - Hire and staff a full-time grant writer at International Headquarters (IHQ) to raise a 75% increase in grant funding dollars
- Strategy # 4** – Perfect an effective membership payment management platform
- Dues management
  - Subscription plan for events, items and services
  - Investment model/option

**Strategy # 5 – Promote and support the Kappa Alpha Psi Foundation**

- Launch a “Cause-Related Marketing Strategy” (partnership between our foundation and a for-profit organization) where we team up to raise money. (e.g., Kmart’s campaign with St. Jude Children’s Hospital which encourages customers to make a donation when they reach the register.)
- Incorporate mobile giving.
- Develop Crowdfunding strategies
- Improve marketing strategies to show impact of the foundation (success stories). How is world, the communities that we serve or our kids better off today because of the work of the foundation?





## FOCUS AREA #4 – GUIDE RIGHT

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*“We cannot always build the future for our youth, but we can build our youth for the future.”*  
-Franklin D. Roosevelt

**GOAL:** Enhance the current set of programs and diversify the variety of program offerings under the fraternity’s youth training umbrella for maximum and desired generational impact.

- Strategy # 1** – Enhance, increase and strengthen the menu of youth programming under our Guide Right Umbrella to effectively equip today’s youth with the skills, resources, access, exposure and direction necessary to address current day challenges and successfully navigate future endeavors and undertakings.
- Redefine the concept and model of mentoring for a post 2021 world.
  - Cultivate a success oriented, performance-based, outcomes focused mindset of learning and achievement in our youth demographic.
  - Expand our offering of STEM related programs, activities and partnerships to develop our next generation of innovators in a technology and innovation dependent world.
- Strategy # 2** – Create a formal “Kindergarten to Kappa” mentoring programming pipeline designed to transition youth through age-appropriate structured programming from age five through the college eligibility years of membership into Kappa Alpha Psi.
- Identify and set specific competency and development milestones
  - Create a wholistic support model to empower student success, leveraging parents and community resources as partners invested in the academic and life success of youth.
  - Create a Kappa Alpha Psi response plan that identifies, prevents and develops strategies to close existing educational gaps pertinent to youth in communities of color.
- Strategy # 3** - Expand the use of measurement tools to evaluate program outcomes to generate data that enables effective decision-making to refine, revamp or expand existing and future programming and offers supportive evidence for financial support.
- Strategy # 4** – Build pathways to youth entrepreneurship through collaborative efforts and structured programming that sparks interest in entrepreneurship as a viable and desirable path, teaches principles of business skills and sets them on an enlightened path to wealth generation.
- Strategy # 5** - Leverage the use of Kappa League TV to: 1. Connect, unite, educate and mentor a nation of youth through a virtual platform, 2. Provide a national stage to showcase Guide Right Programming and 3. Offer a monetization vehicle to support our long-term commitment to youth development and leadership training.



## FOCUS AREA #5 – INFRASTRUCTURE & OPERATIONS

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*“When you don’t invest in infrastructure, you are going to pay sooner or later”  
-Mike Parker*

**GOAL:** Address the needs that support the mission, objectives and goals that lead to organizational success, including IHQ; institutional sustainability; organizational effectiveness and efficiencies; operational excellence and continuous improvement.

- Strategy # 1 –** Align organizational structure & functions to support strategic plan implementation
- Define clear Key Performance Indicators (KPI's) for all areas of fraternal operation & develop performance metrics/measures/evaluation tools within those determined KPI's to track ongoing progress and assess results
  - Transition from the Strategic Planning Committee to an Implementation Steering Group to facilitate the plan's execution, monitor and track ongoing progress and provide scheduled fraternal updates to the membership on an annual basis.
  - Foster a culture of strategic planning and institutional effectiveness that empowers fraternal decision making that is driven by data, assessment, continuous improvement, and prioritization of resources aligned with our 5 fraternal objectives and strategic goals
- Strategy # 2 –**Streamline International Headquarters (IHQ) management, operation and processes
- Define and map the fraternity's workflow management processes to shape our capacity for predictability and measurement of outcomes, to include the daily operational tasks or steps or requirements and the associated necessary resources
  - Develop an IHQ building facilities management plan
  - Incorporate a comprehensive risk management policy and set of procedures to protect our brand and fraternal assets
  - Improve core human resources systems and processes to include effective recruiting, staffing and training strategies, compensation, job descriptions, analysis and performance management systems, succession planning and career progression strategy development
  - In-house Compliance Officer to combat existent and consistent lack of compliance issues that result in financial litigation impact.
  - Leverage an outside consulting firm to leverage an external independent objective assessment, tap into proven methodologies to assimilate best practices, augment training and facilitate effective change management.
- Strategy # 3–** Audit, enhance and or revise all of our fraternal operating policies, procedures and guidelines
- Ensure that we're in-line with Constitution & Statutes
  - Ensure that our practices are consistent with industry best practices

**Strategy # 4-** Improve our technological infrastructure to support future operational needs, drive efficiency, productivity and enhance service provision

- Allow for a virtual conduction of future conferences and events
- Support virtual learning modules
- In-House Director of Technology and staff technology team

**Strategy # 5 –** Expand, enhance and or develop a comprehensive set of emergency action plans detailing the appropriate responses for all possible emergencies that may impact organizational operations in a variety of verticals

- Inclusive of all written procedures, required actions, available resources and duties and responsibilities.
- Implement a COVID-19 Response Plan to ensure membership safety and a safe operational plan during the current and in the event of future pandemics



## FOCUS AREA #6 – MEMBERSHIP SERVICES

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*“What do we live for if not to make life less difficult for each other?”*

*– George Eliot*

**GOAL:** *Increase the offerings and improve the systems, processes and services that facilitate a great member experience; increase membership engagement and retention and strengthens the bond of fraternity.*

**Strategy # 1.** – Reclaim, grow and retain our membership to reflect a 50% active and involved fraternal membership base (versus our current 16% metric)

- Incremental growth per year for a period of 5 years
- Maintain 75% active involved rate for new initiates going forward inclusive of an alumni and undergraduate specific strategy

**Strategy # 2** – Improve our customer relationship management system

- Improve internal structures of communication to disseminate information within the organization at all levels
- Leverage CRM tools that create a consistently seamless and personalized member experience across multiple channels and automates simple tasks & functions
- Expand the utilization of membership payment management platforms for various functions
  - Dues Management, subscription plan for fraternal conferences and events, annual giving, planned-giving, etc.

**Strategy # 3** - Conduct an organizational economic impact study to provide relevant data pertaining to our collective buying power

**Strategy # 4** – Create a Membership Loyalty Program for the fraternity’s financial membership

- Leverage the collective economic power of our membership numbers for additional national negotiated discount rates with relevant merchants across multiple industries
- Provide a cadre of services and benefits available for financial membership only that associate an additional value with financial membership

**Strategy # 5** – Increase engagement opportunities and channels for member involvement in the fabric of fraternal service and networking.

- Leverage the collective talent base of our membership for knowledge, know-how and professional and volunteer services
- Design, develop, implement and promote initiatives that build community spirit

**Strategy #6** - Create an “Ease of Participation Strategy” for the 84% of the non- financial members to re-engage, give, and feel informed.





## FOCUS AREA #7 – ORGANIZATIONAL CULTURE

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*“Now, thanks to the radical transparency made possible by a connected world, your business is a glass box. People can see all the way inside. And that means that now the brand is everything they see. Every person. Every process. Every value. Everything that happens, ever. There’s a single word that sums up what a person sees when they look deep inside your business: they see your culture.*

*– David Mattin,*

**GOAL: Clearly define the shared set of organizational beliefs, ideologies, and values (supported by structure and strategy) that guide the thought, action, morale, commitment and behavior of Kappa Alpha Psi’s fraternal organization and membership.**

**Strategy # 1** – Define and shape the desired picture of what Kappa Alpha Psi’s culture will be and look like!

- Align the current day vision of the current Grand Polemarch and elected Grand Board of Directors with the original purpose and objectives of the founders.
- Foster a performance, achievement-oriented culture

**Strategy # 2** – Foster a unified sense of fraternalism rooted in brotherhood (across Alumni & Undergraduate lines)

**Strategy # 3** – Design and launch a membership awareness and education campaign that effectively communicates the vision, values, goals, beliefs and acceptable behaviors associated with Kappa Alpha Psi membership.

- Action-oriented to create a well-informed highly engaged membership on the local chapter, provincial and national levels
- Highlighting our non-tolerance position and deliberate intention to eliminate self-destructive and self-defeating behaviors and practices within the fraternity function, operation and ethos, inconsistent with our values.
- Create a management system for issues that threaten the preservation or achievement of our desired culture

**Strategy # 4** – Develop and implement an effective post-initiation on-boarding program that effectively indoctrinates new members and drives action toward the expected levels of commitment, performance, pride and productivity associated with long-term fraternal citizenship.

- Offers early structure, identity, mentoring and brother-to-brother relationship building opportunities to stimulate prolonged commitment.

**Strategy # 5** – Create and institutionalize a talent attraction methodology with specific initiatives to attract high-quality candidate pools who demonstrate a commitment to the fraternity’s values, objectives and fundamental purpose.

- Re-evaluate paths to membership in an evolving world of educational delivery (including On-line/e-learning, junior college and alternative college learning- environments that offer men of achievement)

**Strategy # 6** - Create a fraternal environment of economic empowerment that provides mechanisms to support and advance each other as business owners and investors while inspiring paths to entrepreneurship.

- Creating and implementation of a fraternal business resource directory to promote and support member owned businesses
- Develop and manage a depository of available job opportunities in a variety of career paths

**Strategy # 7** – Further a responsible movement of social and political awareness and activism that addresses, improves and advances demographically relevant issues and causes to create a better world.

**Strategy # 8** – Incorporate a formal Health and Wellness program/initiative into the fraternity's culture to improve the health outcomes of our membership.

- Combat and reverse the historical health statistics and challenges rampant upon men in the African American community
- Address the socio-economic determinants of health which include access avenues to healthcare, information and education
- Address issues of mental health

**Strategy # 9** - Develop a mechanism for continuous feedback from the membership

- Surveys, think tanks, etc.



## FOCUS AREA #8 – TRAINING FOR LEADERSHIP

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*“Leaders develop daily, not in a day.”*  
- John Maxwell

**GOAL: To develop, enhance and or expand opportunities for personal growth, professional development and life readiness whether for the purposes of an internal, external, youth or adult audience.**

- Strategy # 1** - Develop a virtual learning platform to deliver on-line, e-learning training modules for the benefit of the membership at-large in an ever-advancing technological world
- Standardized officer training and development curriculum
  - Potential revenue earning model for external demographics.
  - Professional development components with Continuing Education (CE) credits
  - Personal growth components
- Strategy # 2** - Overhaul and standardize the CRWLC to provide transformational leadership opportunities that truly increase the leadership capacity of our membership with a strong focus on our undergraduate demographic.
- Strategy # 3** - Develop a fraternity executive leadership training curriculum, specific to the existing leadership councils of Kappa Alpha Psi (COPP, COSPVP, COJPVP) to ensure consistency in the pipeline development of competent and qualified leadership for service on a National Level.
- Strategy # 4** – Develop and implement an emerging leadership training curriculum, specific to the local chapter (Polemarch and Vice-Polemarch) levels that offer formal training, coaching and mentorship for the emerging leaders in Kappa Alpha Psi in preparation for leadership opportunities on the provincial and national levels.
- Strategy #5** – Develop and implement a training curriculum, specific to the members of the organization who take part in mentoring and youth programming under the Guide Right umbrella that enables them to effectively facilitate and meet the needs of the youth demographic.

# IMPLEMENTATION

A strategic plan is only as good as its associated implementation process. The successful implementation of any strategic plan requires full organizational buy-in and an organization-wide effort to execute. Leaders and members on all three levels of the fraternity will share responsibility in some capacity over the next five years. We must provide the teamwork, commitment, effective communication and on-going engagement needed to embrace this opportunity to create meaningful change at this moment in our fraternity's history. It is incumbent upon us to be nimble and flexible, measuring success and making the necessary modifications as needed along our forward journey.

Kappa Alpha Psi will assemble a 10-12-person Strategic Plan Implementation Steering Group whose role will be to lead and monitor the plan's implementation progress, develop a strategy for evaluating success, and provide regular updates (at an agreed upon interval) to the Grand Board of Directors. Members of this group will include brothers at different levels of the organization who bring a variety of the skillsets, knowledge, experience and abilities needed to ensure a successful implementation of this plan.

The Strategic Plan Implementation Steering Group will be led by the National Director of Organizational Effectiveness. The steering group's composition includes a lead person for each of the focus areas of the strategic plan to ensure that proper steps to goal attainment and strategy execution occur. Additional persons may be added in a subcommittee capacity in each of the respective focus groups to ensure full compliance. Participation of all recommended members for the Steering Group and subsequent subcommittees shall be approved by the Grand Polemarch.