

- Strategy and Operations Plan #3.3 ~ Utilize the current task force to continue to review and develop proposed revisions to the current Standing Orders. These revisions will be presented to the BOD. **Membership Standards and Extension (Lead)/Alpha University/Ritual Committee/BOD – June 2009 (Ongoing)**

- Strategy and Operations Plan #3.4 ~ Develop a methodology to retain and reclaim brothers. **Reclamation – June 2009**

- Strategy and Operations Plan #3.5 ~ Develop and evaluate a course of Operations for fraternal, personal, and professional development. **Alpha University – June 2009**

- Strategy and Operations Plan #3.6 ~ Develop and evaluate a procedure to maximize the members' expertise and chapter efficiency in chapter operations. **Alpha University (Lead) – To be presented to the board - June 2009**

Goal #4: Fiscal Management - To develop a financial infrastructure that clearly defines processes for proper fiscal accounting and management, preserves organizational integrity, and promotes strategic revenue generation.

- Strategy and Operations Plan #4.1 ~ Maintain a financial department with the appropriate staffing by reviewing on a periodic basis staff workload and industry comparables. **Human Resources/Executive Director (Lead)/ Treasurer/ Comptroller/Budget & Finance Committee – on-going**

- Strategy and Operations Plan #4.2 ~ Finalize for BOD approval a policies and procedures that reflect best fiscal practices in non-profit organization at the General Organization, Regional, District and Chapter. **Budget and Finance/Chief Financial Officer/ Treasurer/ Comptroller/ Executive Director/Internal Auditor/Alpha University/Audit Committee of Board of Directors (Lead) – January 2009**

- Strategy and Operations Plan #4.3 ~ Promote a culture of financial accountability and transparency. **Board of Directors/Chief Financial Officer/Executive Director /Treasurer/Comptroller/Budget and Finance /Alpha University – June 2010**

- Strategy and Operations Plan #4.4 ~ Develop and enhance income streams and fundraising opportunities by 15% of annual operating revenues. (fundraising and fiscal accountability are separate). **BOD/Executive Director (Lead)/Capital Endowment Committee - December 2009**

- Strategy and Operations Plan #4.5 ~ Develop a process and update policies and procedures to review the Annual Operational budget for opportunities for reductions. **BOD/ Executive Director (Lead)/Capital Endowment - December 2009**

Goal #5: Program Management - Be the leader in providing effective programs for the Fraternity and the community.

- Strategy and Operations Plan #5.1 ~ Develop a tool to analyze the effectiveness of all Fraternity Programs (to include those under the umbrella of Foundations). **Organizational Effectiveness (Lead) /Foundations - July 2008**

- Strategy and Operations Plan #5.2 ~ Develop and execute objective performance evaluations of all Fraternity programs. **Organizational Effectiveness (Lead) /Foundations - April 2009**

- Strategy and Operations Plan #5.3 ~ Define a "successful program" in order to ascertain the value that the various programs add to the Fraternity & Community. **Organizational Effectiveness (Lead) /Foundations - July 2009**

- Strategy and Operations Plan #5.4 ~ Evaluate Partnerships to ensure alignment with Fraternity's mission statement. Assess communication between partnerships. Develop a process for evaluating effectiveness. **Organizational Effectiveness (Lead)/Foundations -September 2009**

- Strategy and Operations Plan #5.5 ~ Develop a process to evaluate newly recommended projects and programs. **Organizational Effectiveness (Lead) /Foundations - December 2009**

- Strategy and Operations Plan #5.6 ~ Develop and execute objective impact evaluations of Fraternity programs. (to include those under the umbrella of Foundations). **Organizational Effectiveness (Lead) /Foundations - April 2010**

Alpha Phi Alpha Fraternity, Inc. S T R A T E G I C P L A N 2008 - 2013



Darryl R. Matthews, Sr.
General President

Willard C. Hall, Jr.
Executive Director

Zollie Stevenson, Jr., PhD
Organizational Effectiveness

ABOUT THE STRATEGIC PLAN

MISSION, VISION AND GOALS OF ALPHA PHI ALPHA FRATERNITY, INC.

This Strategic Plan represents the Mission, Vision, Goals, Strategies and Action Plans of the Alpha Phi Alpha Fraternity, Inc. This plan outlines the process that this organization will utilize to continue to develop tomorrow's leaders, promote brotherhood and academic excellence, while providing service and advocacy for our communities.

The National Board of Directors of Alpha Phi Alpha Fraternity, Inc. realizes that as this great organization continues in its second century of operations, it is important that the entire brotherhood continue to assess what the organization is today and where it is going in the future. It is fully realized that in order to assure that Alpha continues to be the premiere organization for "the better making of men," the organization must continue to refine its processes and respond to the internal and external forces that are ever present within and around it.

The foundation for this plan was developed during a Retreat of the National Board of Directors in Baltimore, Maryland on May 5-6, 2006. In attendance were all sitting board members, several committee chairmen, Regional Executive Directors and Foundation Chairmen. On May 17, 2008, General President Darryl R. Matthews convened a meeting of the National Board of Directors (including the Assistant Vice President's-elect), the candidates for 33rd General President, selected committee chairmen and General Headquarters staff to review and update the National five-year Strategic Plan through 2013. These retreats were facilitated by the Organization Effectiveness Committee under the leadership of Brothers Zollie Stevenson, Jr. and John H. Carter.

An Alpha Phi Alpha Fraternity, Inc. Operations Plan has been developed by all Regional Vice Presidents, Assistant Vice Presidents, Committee Chairmen and the Corporate Headquarters Management Team. This document contains the mission, goals, strategies and specific action steps each entity from 2009 through 2013 and can be found on the national website under Membership/Forms.

The Strategic Plan and the National Operations Plan will be updated annually.

MOTTO

"First of All, Servants of All, We Shall Transcend All"

MISSION STATEMENT

Alpha Phi Alpha Fraternity, Inc. develops leaders, promotes brotherhood and academic excellence, while providing service and advocacy for our communities.

VISION STATEMENT

The objectives of this Fraternity shall be: To stimulate the ambition of its members; To prepare them for the greatest usefulness in the causes of humanity, freedom, and dignity of the individual; to encourage the highest and noblest form of manhood; and To aid down-trodden humanity in its efforts to achieve higher social, economic and intellectual status.

Goal #1: Operations Management - To develop a set of operating policies and procedures to govern all aspects of Fraternity operations.

GOALS, STRATEGIES & ACTION PLANS

•Strategy and Operations Plan #1.1 ~ To collect and review existing written policies and procedures, and assess the need for and develop additional policies and procedures that shall also include fundraising policies. **Board of Directors (BOD)- January 2009**

•Strategy and Operations Plan #1.2 ~ Ensure that Alpha University remains the training mechanism responsible for teaching and conveying policies of the Fraternity. Alpha University is the responsibility of the Committee on Training and Development. **BOD (Lead)/Alpha University - January 2009 (Ongoing)**

•Strategy and Action Plan #1.3 ~ Clarify all relationships between the Fraternity and all foundations and affiliated entities (Building, Economic Development, Education, and MLK) down to the chapter level and present a Memorandum of Understanding (MOU) to the General President for review and submission to the Board of Directors for adoption. **BOD (Lead) with Foundations - January 2009**

•Strategy and Action Plan #1.4 ~ Present a written plan and budget (cost of total renovation and work done-to-date toward the three tier plan) to renovate the headquarters facility and the decision to expand or relocate. **BOD - Facility and Maintenance - January 2009**

•Strategy and Action Plan #1.5 ~ Evaluate Executive Director's performance annually and establish a date by which the evaluation must be completed. **Personnel- January 2009**

•Strategy and Action Plan #1.6 ~ Assess the purpose, frequency and financial viability of National Conventions. **Budget & Finance/Time and Place (Lead)- January 2009**

Goal #2: Communications/Public Relations and Brand Management - To develop a comprehensive plan to address Internal Communications, Public Relations and the overall Brand Management of Alpha Phi Alpha.

•Strategy and Operations Plan #2.1 ~ To develop a comprehensive plan to address Internal Communications, Public Relations and the overall Brand Management of Alpha Phi Alpha Fraternity, Inc. **Media Public Relations Committee (LEAD)/Director of Communications/ Fraternity's External Public Relations Firm - February 2009**

•Strategy and Operations Plan #2.2 ~ Develop a Brand Management Plan. **Media Public Relations Committee (LEAD)/Director of Communications/ Fraternity's External Public Relations Firm - February 2009**

•Strategy and Operations Plan #2.3 ~ Develop a Marketing Plan. **Media Public Relations Committee (LEAD)/Director of Communications/ Fraternity's External Public Relations Firm - February 2009**

•Strategy and Operations Plan #2.4 ~ Develop an Internal Communications process. **Media Public Relations Committee/Director of Communications/ Fraternity's External Public Relations Firm - February 2009**

•Strategy and Operations Plan #2.5 ~ Develop a Public Relations Plan. **Media Public Relations Committee/Director of Communications/ Fraternity's External Public Relations Firm - February 2009**

•Strategy and Operations Plan #2.6 ~ Develop a Crisis Management Plan. **Media Public Relations Committee/Director of Communications/ Fraternity's External Public Relations Firm - February 2009**

•Strategy and Operations Plan #2.7 ~ Develop a Funding plan for the 2008/2009 Program. **BOD - October 2008**

Goal #3: Leadership Management - Since all Alpha Men are leaders, we will effectively and efficiently manage membership intake, retention, training and development, and chapter operations. The assumption here is that all members (potential, current and future) are leaders.

•Strategy and Operations Plan #3.1 ~ To effectively and efficiently manage membership. **Membership Standards and Extension - June 2009**

•Strategy and Operations Plan #3.2 ~ Develop and evaluate a process to attract, select and initiate members with outstanding academic achievement and leadership qualities. **Membership Standards and Extension - June 2009**