



STRATEGIC PLAN

IOTA PHI THETA FRATERNITY, INC.



A Message from the

Strategic Planning Chairs

Someone famous first queried – “why fit in when you were born to stand out?” Despite the obvious uniqueness with which we all are born, it is not always easy to assume what might be considered one’s rightful position and become the stand out which is our destiny. Irrespective of natural abilities, laser-like focus, or just good fortune, it is rare that destiny is realized without the most common of denominators among successful people and organizations – a solid plan.

Iota Phi Theta Fraternity, Inc. is almost 58 years old and unquestionably has become an outstanding organization. After all Brown and Gold always looks good. To a large degree, this success is due to the abilities, focus, and good fortune enjoyed by our incredible 12 founders. Despite, these same qualities being shared by the many who followed, and Iota Phi Theta continuing to grow, few among us doubt that greatness is still ahead of us.

Thanks to the drive of the Strategic Plan Executive Committee and Focus Groups we are pleased to announce the first earnest attempt to aid our growth and development with a plan designed specifically for us. As with any plan, Iota Phi Theta reserves the right to adjust, as necessary. Nonetheless, we are confident that our fraternity is about to enter a new era where success is not left to unpredictable forces such as personality and perseverance. The goal is for both leadership and brotherhood to be able to chart the growth of the fraternity and membership in a businesslike manner. If achieved, this will be due to the incredible work of the Strategic Plan Committee buoyed by Focus Group Chairs, Past Grand Secretary John Davenport, Esq. (Legal), Past Grand Polaris John House (Membership), Col. Eric McCoy (Human Capital), Past Grand Polaris Rondall James (Finance), Past Grand Secretary Troy James (Marketing/Branding), Past Grand Vice Polaris John Scott (Operations), and Past Grand Secretary Reginald Williams (Program).

Let’s get ready to really stand out!



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➤ How This Plan was Developed

What initiated this Strategic Plan:

With a small professional staff, effectively and fully serving the organization through a disconnected volunteer structure is a difficult task, especially when aiming for cohesiveness, growth, goal setting and prioritizing the objectives. There was a history of accepting things as they were, but more recently an ever increasing acknowledgement of the need to change on multiple levels. From collective feedback from engaged volunteer alumni and staff, it became clear that to position the organization to meet its fullest potential there would need to be a change and introducing a strategic plan was a clear necessity.

Who led the creation of the Strategic Plan?

The strategic plan was developed through the guidance of a Leadership Team, identified and recruited by the Executive Director. The Leadership Team was selected based on organizational experiences in strategic planning as well as understanding of organizational behavior and organizational change. As the Leadership Team was developed, a fraternity-wide survey was conducted to gauge the membership's priorities. Through this survey, a Focus Group structure was a natural by-product to most appropriately address and focus on the organization's top priorities. Learn more about the brothers who helped create this plan on pages 16 and 17.

How were the mission, vision, goals, and objectives for each Focus Area developed?

The vision, mission, goals and objectives for the focus groups developed primarily from numerous internal focus group discussions and decisions. The Strategic Plan Leadership spent quality time precisely arranging and aligning both the vision and mission of each Focus Area, making identifying our goals much easier and clearer as to what needed to be done.

What data sources were involved in developing the strategic plan?

Along with a fraternity-wide survey conducted at the beginning of the planning process, the Leadership Team reviewed strategic plans of other well-respected and similar organizations. Each Focus Area group sought and analyzed information and data from the Grand Council and Board of Directors. Decisions included in this strategic plan were driven by data coupled with the years of service and experience brought to bear by the focus group members.

➤ Strategic Plan Mission & Vision

◀ Mission Statement ▶

To cultivate and sustain an institutional culture which foster fraternal excellence and superior life values for our membership through measurable programs which embrace the founding five (5) principles of Iota Phi Theta Fraternity, Inc.

◀ Vision Statement ▶

Guided by the legacy of our five founding principles, Iota Phi Theta Fraternity, Inc. will assert itself as a perennial leader among the very best similar organizations, locally, nationally, and internationally.

Focus Area Overview

To best position the organization to effectively overcome challenges and capitalize on opportunities, this strategic plan was created to focus the direction of the fraternity in five primary areas. Each focus area was created to address a specific charge:

FINANCE

- Review the income and expense stream of the fraternity, identifying the historical financial base.
- Research the opportunities to broaden the financial base and income stream to include national dues and collection programs, investment options working with the National Iota Foundation and financial gifts from the membership and community at large.

HUMAN CAPITAL

- Review and establish guidelines for a succession program that identifies and selects fraternal leadership, identifying leadership qualifications and required experience per leadership position.
- Develop a sound leadership development training outline/program and program/process to vet all fraternal leaders.

MARKETING

- Develop the most appropriate broad-based marketing strategy to include the identification of the fraternity brand and a subsequent internal and external branding campaign. This campaign will identify the tools and resources needed to support and upgrade membership initiatives, overall organizational programming, community service and its impact, as well as other marketing concerns. Initially, electronic and hard copy brochures, program pamphlets, and other traditional marketing materials may be developed or revised. Ultimately, the campaign will seek to explore and implement innovative ways to pursue and attain marketing goals.

Focus Area Overview (cont.)

MEMBERSHIP

- Establish an action plan to include demographic penetration throughout the Fraternity that indicates growth opportunities for membership recruitment on both the graduate and undergraduate level, as well as chapter growth.
- Develop a sound plan to address the reconnection of members (reclamation) to the fraternity, while addressing items such as membership requirements, academic eligibility, financial expectations and programs to help market the value of being a member of the fraternity. This plan should include programming to strengthen the fellowship amongst the brotherhood. (life membership/honorary)

OPERATIONS AND PROGRAM

- Review, redevelop, and prioritize the governance model of the fraternity to include fraternal bylaws, national office growth and development and operational procedures impacting the volunteer arm of the fraternity to include the Board of Directors, Grand Council and Regional leadership team.
- Explore current programming at the national, regional, and chapter levels. Conduct appropriate research to determine what existing internal and external programs offer the most strategic opportunities to promote the vision and mission of the fraternity. The focus of programming will be on short and long term partner relationships that include African American male concerns. The Committee will also develop a vetting process for future programming initiatives that perpetuates the positive image of the fraternity and ensures the intended positive impact on the individuals and communities served.

Finance Focus Area

FINANCE

The financial health of Iota Phi Theta is critical for the organization to effectively and fully serve its members. Throughout the planning process, broadening the organization's financial base and income stream through investment in assets, strengthening a financial leadership structure, and member engagement became a central focus of how Iota Phi Theta can pursue and maintain financial health.

Finance Vision: To develop the national, regional and local infrastructure necessary and to recruit the most experienced financial leadership necessary to perpetuate a financially viable fraternity.

Finance Mission: To create a National Finance Committee that is chaired by the Grand Treasurer. This committee will be designed to provide the expertise, and the oversight, review, transparency and assessment of the fraternity's finances that includes regular and timely reporting. These duties will also include the mandatory IRS alignment of all chapters, both undergraduate and alumni, with the federal income reporting designation and framework of the national level office of the fraternity.

Finance Goals

To fulfill this financial mission and vision, the organization will focus on achieving the following goals:

- To review all income and expenditures of the fraternity.
 - To develop short- and long-term procedures and plans to secure the organization's financial future that include revenue management and forecasting, diversification of funding sources, and overall transparency.
- To promote financial literacy throughout the organizational structure and among the brotherhood at large.
- To develop the process and timeline for full IRS compliance for the national body and undergraduate and graduate chapters, and to include recommendations for NIF.

To achieve its financial goals, Iota Phi Theta will employ the following strategies.

STRATEGY	HOW THIS WILL BE ACHIEVED	TIMELINE
<i>Establish a finance committee in the fraternity that consists of the Grand Treasurer, Regional Treasurers and financial experts identified, as a preference, within the fraternity.</i>		3 to 6 Months post-2021 Conclave
<i>Fraternity Financial Structure will be shared with all levels of the fraternal body.</i>	<ul style="list-style-type: none"> • Quarterly and annually fraternal financials shall be shared via the membership portal to the body. 	By 3/31/2022
<i>Create a paid position for a Finance Director</i>	<ul style="list-style-type: none"> • Develop the job description and salary for the Finance Director • Recommend to Board hiring of Finance Director coordinate the financial interests of the fraternity. 	12 to 24 months post-2021 Conclave
<i>Create a paid position for a Business Manager</i>	<ul style="list-style-type: none"> • Develop the job description and salary for the Finance Director • Recommend to the Board hiring of Finance Director coordinate the financial interests of the fraternity. 	12 to 24 months post-2021 Conclave
<i>Redevelop and/or repurpose Founder's Hall</i>	• Building appraisal	By January 2022
	• Satisfy mortgage	By August 2023
	• Conduct a feasibility study for building usage	By March 2022
	• Identifying phases and timeline for improvement (Ex: Parking lot, 1st Floor, 2nd Floor, office space, conference room, kitchen, etc.)	By August 2023
	• Launch capital campaign or dues assessment	By August 2024
	• Complete renovations and usage improvement	By August 2028
<i>Endowment fund</i>	<ul style="list-style-type: none"> • Recommend to the NIF that an Endowment fund be created and developed within a 12 month time period. 	3 to 6 Months post-2021 Conclave
<i>Planned giving</i>	<ul style="list-style-type: none"> • Provide a vehicle for brotherhood to make gifts to the fraternity and assist brotherhood in personal estate planning. 	12 to 24 months post-2021 Conclave
<i>Fraternal budget creation structure redesign</i>	<ul style="list-style-type: none"> • Consider the steps necessary to move the financial accounting from a calendar year to a fiscal year. 	By August 2023
<i>Special events and annual national fundraiser</i>	<ul style="list-style-type: none"> • Develop an Annual Grand Council Ball 	By August 2023
<i>Redevelopment of the Life Member program to include levels of giving and recognition</i>	<ul style="list-style-type: none"> • In collaboration with the Membership focus group, consider the financial feasibility of continuing the Life Member program as it currently stands. 	Between 2024-2026
<i>501 C-7 Fraternal IRS alignment with the National Organization</i>	<ul style="list-style-type: none"> • Standardize financial operations within the fraternity consistent with IRS requirements. 	Between 2024-2026

Human Capital Focus Area

HUMAN CAPITAL

Focusing on developing the human capital within the Fraternity aims to build the leadership capacities of the membership requires a comprehensive strategy that involves identifying and connecting potential leaders with current leaders through member management, growing them through sound leadership development and retaining them through effective engagement and incentivization.

Human Capital Vision: To provide the foresight, framework, and training opportunities required that will ensure a pool of well-qualified and energized brothers who are ready, willing and able to assume fraternity leadership roles; and, to develop the processes by which the ongoing transition of fraternity leadership will occur in the most efficient and strategic ways.

Human Capital Mission: To create a fraternity leadership framework that will manifest itself in the following ways:

- Identifying and connecting potential leaders with current leaders through member management
- Growing leaders through sound leadership development
- Retaining leaders through effective engagement and incentivization

Human Capital Goals:

To fulfill this human capital mission and vision, the organization will focus on achieving the following goals:

- *To review and establish guidelines for a succession program that identifies and selects fraternity leadership and to determine leadership qualifications needed for various positions in the fraternity.*
- *To develop a sound leadership development program that can be implemented throughout the fraternity that will provide a recurrent stream of experienced and well-qualified leaders.*

To achieve its human capital goals, Iota Phi Theta will employ the following strategies.

STRATEGY	HOW THIS WILL BE ACHIEVED	TIMELINE
<i>Membership database upgrade</i>	<ul style="list-style-type: none"> • Fraternity should acquire a new database platform that allows for such services as member portal upgrades and LMS based programming to be utilized, and Iota files infrastructure created. 	3 to 6 Months post-2021 Conclave
<i>Neophyte Leader Certification Implemented</i>	<ul style="list-style-type: none"> • To provide leadership training for new leaders in the areas of new member recruitment and socialization, event planning, problem solving emotional intelligence, chapter operations, and fraternity history and rituals. 	12 to 18 months post-2021 Conclave
<i>To create and implement a Grand Polaris Elect process, following proper protocol for Bylaw Revision.</i>	<ul style="list-style-type: none"> • As a first phase of leadership succession and transition, an election will be held for the Grand Polaris elect in order that he is able to shadow the sitting Grand Polaris prior to taking office. This creates the opportunity for the incoming Grand Polaris to more effectively understand his role. 	Between 2023-2024
<i>Regional Polaris Certification Training Implemented</i>	<ul style="list-style-type: none"> • To provide leadership training for Regional Polaris in the areas of regional growth, Chapter coaching and advisement, understanding National programs and perspectives generating interests in National initiatives, community service and grants, hackathons and male health initiatives. 	Between 2022-2023
<i>Strengthen the operations and standards of Iota University in collaboration with the Operations and Program focus area.</i>	<ul style="list-style-type: none"> • To support leadership development education throughout the fraternity including <ul style="list-style-type: none"> • National Leadership Certification • Alumni Transitioning Member Leadership Training • State Leadership Training • Mentoring Program with a 2-year curriculum • Develop learning transcripts based upon leadership training transcripts 	6 to 9 months post-2021 Conclave
<i>Creating and reviewing positions in the fraternity along with position descriptions that include knowledge, skills and attributes.</i>	<ul style="list-style-type: none"> • Brothers pursuing positions within the fraternity understand the qualifications or requirements; and that only qualified brothers assume those positions. 	3 to 6 Months post-2021 Conclave
<i>Development of an assessment tool for the Grand Executive Board, Grand Council, Board of Directors and National Iota Foundation.</i>	<ul style="list-style-type: none"> • Use of a performance based tool to measure the effectiveness of the various leadership levels of the fraternity. 	Between 2022-2023
<i>Resourcing and incentivizing leaders</i>	<ul style="list-style-type: none"> • To provide greater incentives for pursuing leadership roles • To provide more resources while in position; • To reward preparation, leadership and innovation at all levels, internally and externally. 	Between 2024-2026

Marketing Focus Area

MARKETING

Iota should retain the positive aspects of the Fraternity and seek to turn in a 180-degree direction from the current trajectory. The aim is to create marketing and branding that will scale to meet the needs of Iota Phi Theta. These initiatives will ensure the functions of the organization are of the quality and scale that the organization needs to maximize notoriety and drive consistency of the Iota brand from the national level through individual chapters.

Marketing Vision: To build a positive brand on social media, market our events and align with organizations that will showcase Iota in the Black community, the community that is our core constituency.

Marketing Mission: To build and sustain a powerful Marketing & Branding strategy that promotes in the most positive ways the image and ideals of the fraternity. The approach will be three-pronged:

- The creation of strategic partnerships and alliances
- The re-development of national marketing and branding strategies
- The development of national public image and social media standards

Marketing Goals:

To fulfill this marketing mission and vision, the organization will focus on achieving the following goals:

- *To develop the most appropriate, broad-based marketing strategy for the fraternity, including the identification of the fraternity brand.*
- *To determine the fraternity image and its impact on reputation, recruitment, retention, and reclamation.*
- *To develop multiple avenues to deploy marketing principles and innovative techniques in order to expand the audience and advance the visibility of the fraternity.*

To achieve its marketing goals, Iota Phi Theta will employ the following strategies.

STRATEGY	HOW THIS WILL BE ACHIEVED	TIMELINE
<i>Expand the marketing and branding organization across the national, regional, state and chapter footprint</i>	<ul style="list-style-type: none"> • Create job descriptions and requirements for marketing-related positions • Present roles and responsibilities for approval • Begin staff new positions related to marketing 	3 to 6 months post-2021 Conclave
<i>Implement the Fraternity Social Media Standards</i>	<ul style="list-style-type: none"> • Ratify the social media guidelines • Incorporate the social media guidelines into the Intake and Annual Leadership Conference training materials 	6 months to a year post-2021 Conclave
<i>Create a Director of Corporate Affairs position to establish the Fraternity strategic alliances.</i>	<ul style="list-style-type: none"> • Develop the job description for the Director of Corporate Affairs • Recommend to the Board and Grand Council to approve the position 	12 to 18 months post-2021 Conclave
<i>Establish new strategic alliances for the fraternity</i>	<ul style="list-style-type: none"> • Continue to foster the strategic relationship with Sigma Gamma Rho Sorority • Suspend /Terminate all non-strategic alliances (i.e. Red Cross, ISI, iShield) • Begin research of organizations that will benefit the fraternity's brand and marketing efforts 	18 to 30 months post-2021 Conclave
<i>Develop National and Regional marketing budgets</i>	<ul style="list-style-type: none"> • Review and establish a marketing budget at the national and regional levels to support the efforts developed by the new Marketing Organization 	18 to 30 months post-2021 Conclave
<i>Upgrade and Standardize Fraternity marketing collateral both print and digital</i>	<ul style="list-style-type: none"> • Enhance the fraternity brand across the organization, both internally and externally 	12 months post-2021 Conclave, ongoing
<i>Social Media audit</i>	<ul style="list-style-type: none"> • Audit and purge negative imagery across the various social media platforms • Implement social media controls at the national, regional, state and chapter levels 	12 months post-2021 Conclave, ongoing
<i>Create marketing metrics</i>	<ul style="list-style-type: none"> • Establish a dashboard in order to measure the effectiveness of the marketing efforts including KPI's, financial controls, reporting, surveys, growth statistics, etc. 	By Spring 2023
<i>Review and Refine social media policies</i>	<ul style="list-style-type: none"> • Ensure policies and controls are properly implemented and maintained • Update and refine where necessary 	Between 2024-2026

Membership Focus Area

MEMBERSHIP

A strong and effective membership is the organization's greatest asset and should be regarded as such. Brothers or chapters can no longer be lost due to neglect or inattention if we are to become the best fraternity in the land. Active and sustained Iota Phi Theta Fraternity membership should be a priority for all fraternity leaders in order for our organization to continue to thrive and grow.

Membership Vision:

- To develop necessary national-level plans that will ensure the perpetual inflow of selected members into the Fraternity on both the graduate and undergraduate levels; and to maintain the culture and environment that will sustain the membership numbers needed to perpetuate a viable fraternity.

Membership Mission:

- To ensure steady, planned growth of members, the life's blood of the Fraternity, through the development of a four-point Membership Plan that addresses the challenges related to the recruitment, retention, reclamation, and reactivation of members.

Membership Goals

To fulfill this membership mission and vision, the organization will focus on achieving the following goals:

- To establish an action plan for the fraternity that determines opportunities for member recruitment on both the graduate and undergraduate levels. This includes the specific requirements for membership.
- To achieve these goals by addressing Retention, Recruitment, Reclamation, and Re-activation.
- The expected outcomes of these goals are to have 5,000 financial brothers and 2,000 brothers attend Conclave within the next 3 to 5 years.

To achieve its membership goals, Iota Phi Theta will employ the following strategies.

STRATEGY	HOW THIS WILL BE ACHIEVED	TIMELINE
<i>Define Undergraduate and Graduate Initiate Minimal Requirements for membership consideration</i>	<ul style="list-style-type: none"> Develop a set of academic and professional criteria for membership consideration 	6 months to 1 year post-2021 Conclave
<i>Redevelop the Honorary Membership Program</i>	<ul style="list-style-type: none"> Modify the program requirements to focus less on athletes and celebrities 	6 months to 1 year post-2021 Conclave
<i>Develop National Plan for Membership Recruitment</i>	<ul style="list-style-type: none"> Position recruitment as an ongoing process with defined seasons to capture targeted interest through a National effort with suggested goals (ie. 300 - 500 members by 2026) 	Between 2022-2023
<i>Develop Membership Recruitment Kit</i>	<ul style="list-style-type: none"> Creation of National marketing and branding materials including online media for chapters to use for recruitment. This kit should include membership pamphlets, fraternal videos and chapter smoker materials. 	Between 2022-2023
<i>Launch National Retention Initiative</i>	<ul style="list-style-type: none"> Create a national communication flow to update members regularly on the status of the fraternity, finances, initiatives of the fraternity and the cost of doing business. Make the information readily available and easy to access. 	Between 2022-2023
<i>Reinforce Chapter Leadership retention</i>	<ul style="list-style-type: none"> Preparing local chapters to speak to the commitment one makes when becoming a member 	6 months to 1 year post-2021 Conclave
<i>Reinforce Regional Leadership retention</i>	<ul style="list-style-type: none"> Establish recommitment exercises at Regional Meetings 	6 months to 1 year post-2021 Conclave
<i>Deploy Graduate Chapters to support Undergraduate Chapter/Member Retention.</i>	<ul style="list-style-type: none"> All graduate chapters will be required to adopt an undergraduate chapter to support and work with for the development of the undergraduate members and programs. 	6 months to 1 year post-2021 Conclave
<i>Develop Programs for Graduate Brother Reclamation</i>	<ul style="list-style-type: none"> All alumni chapters will assign 1-2 members of their Membership Committee to work on reclaiming inactive brothers, through personal contact, phone calls, invitations to attend chapter meetings, etc. Use technology to inform and involve brothers whose location, job, etc. inhibits in-person involvement. 	Between 2022-2023
<i>Create National-level Effort for Reactivation</i>	<ul style="list-style-type: none"> Using available data to identify closed or endangered chapters. Train and deploy graduate chapters to implement reactivation strategies for chapters within close proximity as well as remote or isolated chapters. 	1 year to 18 months post-2021 Conclave

Operations & Program Focus Area

OPERATIONS AND PROGRAM

To fulfill its mission and operate to its fullest capacity, the Fraternity's operations and program should be supported by a structure that can ensure positive outcomes. The operations and program focus area aims to assess and design an organizational structure to support Iota's day-to-day operations while working towards achieving its future-oriented goals.

Operations and Program Mission: To improve the internal and external community-based programs offered by the fraternity to its membership through research and developing a comprehensive plan of action. That action plan would include a three-step approach to success: Value to the Fraternity and Brotherhood, the program's comprehensive approach to success, measurable outcome!

Operations and Program Vision: Community outreach is one of the leading principles of our Fraternity. We must develop strong community programs and become a beacon of hope to our stakeholders.

Operations and Program Goals

To fulfill this operations and program mission and vision, the organization will focus on achieving the following goals:

- To review and redevelop the governance model of the fraternity to include by-laws, national officer growth and development, and operational procedures impacting the volunteer arm of the fraternity. This will include the Board of Directors, the Grand Council, and regional leadership teams.
- To operate at a level of excellence locally, nationally, and internationally.
- To explore the fraternity's current programs at the local, regional, and national levels.
- To conduct necessary research to determine the viability of pursuing new national programs.
- To identify which programs offer the most strategic opportunities to promote the national community service initiatives.
- To increase the brotherhood participation for all identified programs of the fraternity.

To achieve its operations and program goals, Iota Phi Theta will employ the following strategies.

STRATEGY	HOW THIS WILL BE ACHIEVED	TIMELINE
<i>Refine the Role of the Grand Council</i>	<ul style="list-style-type: none"> • To clarify and distinguish roles and responsibilities of elected officers and National Directors through a high-level synopsis. 	1 to 3 Months post-2021 Conclave
<i>Review the Structure and Responsibilities of the Board of Directors</i>	<ul style="list-style-type: none"> • To review the size, role and responsibilities of the BOD and their relationship with elected officers and national directors. • Expand the BOD to include the following committees Operations, Finance, Membership, Marketing, and Program 	3 to 6 Months post-2021 Conclave Between 2022-2023
<i>Review the Role of the Executive Director</i>	<ul style="list-style-type: none"> • To review the role of the Executive Director, detail the operational responsibilities, establish a formal, comprehensive performance evaluation, and ensure the most desirable characteristics are achieved. 	1 to 3 Months post-2021
<i>Review Operational Procedures</i>	<ul style="list-style-type: none"> • To complete a comprehensive review of the fraternity's judicial responsibility to ensure all annual or bi-annual policy making assignments are compliant (bylaws) and relevant (coordination with Executive and leadership bodies); and, to review the fraternity's national policies to ensure all guidelines are accurate, relevant, and compliant as it relates to any provision of the national bylaws and/or state & federal statutes. 	6 to 12 Months post-2021
<i>Respond to Fraternity Growth</i>	<ul style="list-style-type: none"> • To consider the following operational support roles as the organization grows: Assistant Executive Director, Director of Member Services, Director of Finance, Director of Technology. Fraternity growth will also require cost and budgeting for administrative and technology support. 	Between 2024 - 2026
<i>Update to the National Fraternity Policy Manual.</i>	<ul style="list-style-type: none"> • Bring to completion current updates to the manual and reporting timely revisions to the body. 	1 to 6 Months post-2021
<i>Initiate assessment for all national programs.</i>	<ul style="list-style-type: none"> • Develop measurable program objectives, establish timetable for periodic program review, and assessment of overall outcomes. 	6 to 12 Months post-2021
<i>Increase brotherhood participation in national program objectives</i>	<ul style="list-style-type: none"> • Reward and recognize members/chapters for participation in national programs. Each chapter is required to administer 1 national community service initiative per year. 	6 to 12 Months post-2021
<i>Development of a National Speakers Bureau</i>	<ul style="list-style-type: none"> • Showcase and utilize internal fraternity expertise and identify and cultivate external resources to aid brotherhood and fraternity development. 	6 to 12 Months post-2021
<i>Develop an Iota Business Owners Directory</i>	<ul style="list-style-type: none"> • To provide an opportunity for brothers to showcase their businesses and also to provide a place where brothers can find fraternity related businesses. 	6 to 12 Months post-2021
<i>Empowering Young Black Males</i>	<ul style="list-style-type: none"> • Revitalize and strengthen the Iota Youth Alliance. Participating brothers must meet established requirements for working with youth. 	Between 2022-2023
<i>Seek new national programs.</i>	<ul style="list-style-type: none"> • Identify new national program initiatives that focus on black males, their families and communities. 	Between 2022-2023

Strategic Plan Volunteers: Focus Group Chairs



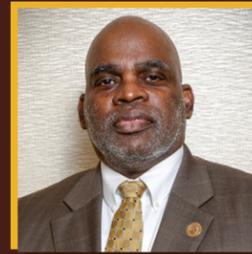
FINANCE

Bro. Rondall James
Omicron Omega Chapter,
Eastern



HUMAN CAPITAL

Bro. Eric McCoy
Gamma Chi Omega
Chapter, Eastern



LEGAL

Bro. John Davenport
Alpha Omega Chapter,
Eastern



MARKETING

Bro. Troy James
Alpha Xi Omega Chapter,
Atlantic Coast



MEMBERSHIP

Bro. John House
Gamma Omicron
Omega Chapter,
Eastern



OPERATIONS & PROGRAM

Bro. Reginald Williams
Beta Phi Omega Chapter,
Eastern



OPERATIONS & PROGRAM

Bro. John Scott
Chi Omega Chapter,
ACR

Legal Oversight

In addition to the focus area leadership and the Quality Assurance Committee, the Strategic Plan has been guided by the work of a Legal focus group. This group has provided legal oversight and review for all recommendations and strategies put forth in this plan. Legal oversight will continue to support the Strategic Plan throughout its implementation to ensure the Fraternity is operating within its legal rights and jurisdiction.

Strategic Plan Volunteers: Focus Groups

Finance Focus Group

Irving Bell, Chi Omega Chapter, ACR
Lee Bruner, Beta Omega Chapter, Eastern
Alec El, Beta Omicron Omega, ACR
Chris Greggs, Alpha Chi Omega Chapter, Gulf Coast
Anthony Harden, Epsilon Omega Chapter, Gulf Coast
Gregory Haywood, Iota Omega Chapter, Gulf Coast
Willie Horne, Alpha Omega Chapter, Eastern
Gregory Jackson, Beta Gamma Omega Chapter, Eastern
Rondall James, Omicron Omega Chapter, Eastern
Ben Lewis, Gamma Omicron Omega Chapter, Eastern
Chris Raines, Alpha Xi Omega Chapter, ACR

Human Capital

Donald Coulter, Alpha Omega Chapter, Eastern
Dejon Holland, Gamma Alpha Omega Chapter, Southern
John Hollemon III, Delta Beta Omega Chapter, Eastern
Brian Love, Alpha Mu Omega Chapter, Southern
Eric McCoy, Gamma Chi Omega Chapter, Eastern
Carlos Maury, Alpha Psi Omega Chapter, Gulf Coast
Neal Reeves, Eta Omega Chapter, Mid-West
Founder Lonnie Spruill, Jr., Gamma Omicron Omega Chapter, Eastern

Legal

John Davenport, Alpha Omega Chapter, Eastern
Tarae Howell, Delta Omega Chapter, ACR
Ed Lance, Gamma Pi Omega Chapter, Mid-West
Ron Richardson, Gamma Omicron Omega Chapter, Eastern
Keenan Saulter, Eta Omega Chapter, Mid-West
Jarvis Steele, Zeta Chi Chapter, Gulf Coast

Marketing

Carleton Arrington, Gamma Kappa Omega Chapter, Gulf Coast
David Boyd, Beta Sigma Omega Chapter, Mid-West
Stan Chambers, Alpha Epsilon Omega Chapter, Eastern
Clinton Cole, Alpha Omega Chapter, Eastern
Earl Deschamps, Epsilon Omega Chapter, Gulf Coast
Dwayne Dixon, Gamma Tau Omega Chapter, Mid-West
Gibbs Hightower, Gamma Upsilon Omega Chapter, Southern
Troy James, Alpha Xi Omega Chapter, Atlantic Coast
Jerry Johnson, Gamma Epsilon Omega Chapter, Gulf Coast
Brian Murray, Gamma Omicron Omega Chapter, Eastern
Gregory Perkins, Alpha Omicron Omega Chapter, Eastern
Craig Spencer, Gamma Omicron Omega Chapter, Eastern
Evan Wade, Xi Omega Chapter, Far West
David M. White, Beta Rho Omega Chapter, ACR

Membership

Julius Bedford, Iota Alpha Chapter, Gulf Coast
Marvin Brown, Phi Omega Chapter, ACR
John Davenport, Alpha Omega Chapter, Eastern
John Hollemon III, Delta Beta Omega Chapter, Eastern
John House, Gamma Omicron Omega Chapter, Eastern
Richard Johnson, Beta Zeta Omega Chapter, Far West
Sam Jones, Sr., Gamma Omega Chapter Eastern
Justin Manuel, Alpha Nu Omega Chapter, Southern
Gregory Perkins, Alpha Omicron Omega Chapter, Eastern
Karl Price, Beta Nu Omega Chapter, OVR
Christopher Robinson, Beta Omicron Omega Eastern
Marcus Robinson, Alpha Omega Chapter, ACR
James Sampson, Omicron Omega Chapter, Eastern
Keenan Saulter, Eta Omega Chapter, Mid-West
Abdul Sharif, Beta Tau Omega Chapter, Eastern
George Smith, Alpha Tau Omega Chapter, Mid-West
Charles Williams, Alpha Tau Omega Chapter, Mid-West
Eugene Williams, Beta Lambda Omega Chapter, OVR
Solomon Woods, Alpha Omicron Omega Chapter, Eastern

Operations & Program

Leroy Abner, Alpha Omicron Omega Chapter, Eastern
Fitzhugh Alford, Gamma Omicron Omega Chapter, Eastern
Cecil Bienvenu, Iota Omega Chapter, Eastern
John Branch, Jr., Gamma Upsilon Omega Chapter, Southern
Robert Clark, Xi Omega Chapter, Far West
Richard Gibson, Alpha Omicron Omega Chapter, Eastern
Orlando Grant, Beta Lambda Omega Chapter, OVR
Reginald Harvey, Alpha Omicron Omega Chapter, Eastern
Donyel Hill, Psi Omega Chapter, Eastern
Quinton Holland, Alpha Alpha Omega Chapter, Mid-West
Eric Hollins, Beta Phi Omega Chapter, Eastern
Sean Housen, Beta Zeta Omega Chapter, Far West
Edgar Johnson, Beta Phi Omega Chapter, Eastern
Art Lawson, Beta Omega Chapter, Eastern
Everett Meadows, Beta Lambda Omega Chapter, OVR
Stephen Okoba, Beta Alpha Omega Chapter, Eastern
Quinton Pittman, Tau Omega Chapter, ACR
James Robilotta, Mid-West
John Scott, Chi Omega Chapter, ACR
Payton Sims, Gamma Tau Omega Chapter, Gulf Coast
Cosby Smiley, Beta Rho Omega Chapter, ACR
Kevin Smith, Beta Upsilon Omega Chapter, Gulf Coast
Talbert Swan, Rho Omega Chapter, ACR
Esset Tate, Gamma Delta Omega Chapter, Gulf Coast
Reginald Williams, Beta Phi Omega Chapter, Eastern
Eddie Wingate, Epsilon Omega Chapter, Gulf Coast
Maurice Wood, Jr., Alpha Omega Chapter, Eastern

Quality Assurance Committee

As stated in the initial "Strategic Plan Joint Resolution", Iota Phi Theta Fraternity, Inc. the fraternity is at a time where we need to "strategically plan ahead" and make the investment now- "to advance our organization for a long-term sustainable future". The Strategic Planning process was initiated under the leadership and direction of Chairman, Theodore Stephens and Co-Chairs Jerry O. Pittman and Sterling Hudson; that is comprised of the five (5) Focus Group areas.

Every good plan needs to have a quality extensive review and to monitor the process and implementation for each of the Strategic Plan Focus Groups. The Quality Assurance Committee (QAC), which I have been asked to chair, will be responsible for the review assessment, monitoring the implementation -and- to also be responsible for the short- and long-term strategic objectives.

The successful completion of the Iota Phi Theta Fraternity Strategic Plan will require ongoing monitoring of progress toward its goals and assessment of measurable outcomes. These requirements fall within the charge of the Strategic Plan QAC.

- The Strategic Plan's progress and outcomes assessment will ensure the continuity of short- and long-term strategic objectives. We are taking into account that the fraternity's leadership and society will inevitably change and evolve over time.
- Meet regularly to review, discuss, and modify, when necessary, the goals of the Strategic Plan; and will document and report findings to the fraternity leadership and the fraternity at large. The QAC will advise the Grand Polaris and Chairman of the Board of Directors when necessary to assure the appropriate and timely implementation of the Strategic Plan action objectives.

It is vitally important that we get this right. Our future depends on all of us to stay on track in meeting the objectives of the Strategic Plan. Our team is ready and able to take on this task.



James F. Martin, Chairman,
Psi Omega Chapter, Eastern

Quality Assurance Committee Members:

Irving Bell, Chi Omega Chapter, Atlantic Coast
Joe Burch, At Large, Eastern
Michael Frisby, At Large, Eastern
Ray Jenkins, Psi Omega, Eastern
Edgar Johnson, Beta Phi Omega, Eastern
Kevin Lofton, At Large, Mid-West

James F. Martin, Psi Omega Chapter, Eastern
Keith Motley, Delta Omega, Atlantic Coast
Shelley Stewart, At Large, Gulf Coast
Shelley Stewart III, Pi Omega, Atlantic Coast
Joseph Williams, At Large, Southern



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