

Alpha Chi National College Honor Society Strategic Planning Document - Summer 2016

The Strategic Planning Committee met at the Galt House Hotel in Louisville, Kentucky, June 27-28, 2016, prior to the Executive Committee Meeting. This committee agreed to create a rolling five-year strategic plan that will be evaluated annually and updated for a ten-year lifespan. The committee also assigned each item in the plan to a responsible party with an expected completion time: immediate, ongoing, short-term, or long-term. We anticipate that immediate items will be accomplished prior to the 2017 meeting of the National Council (either full or Executive), short-term items should be accomplished within one-two years of their assignment, and long-term items addressed within the life of the plan. Ongoing objectives should always be under consideration by the responsible parties. The Strategic Planning Committee hopes to use an Executive Dashboard to monitor the progress of the plan at future meetings.

Mission

Alpha Chi National College Honor Scholarship Society's mission is to recognize and promote academic excellence among college and university students, and by encouraging a spirit of service and leadership, to nurture those elements of character that make scholarship effective for good.

Vision

In pursuit of this mission, Alpha Chi National College Honor Scholarship Society will

- induct no more than the top 10% of juniors, seniors, and graduate students in all fields of study from regionally-accredited universities and colleges;
- recognize and reward undergraduate and graduate students who make scholarly presentations at conventions;
- provide opportunities for students to disseminate their scholarly works through presentations and publications;
- provide leadership opportunities for both members and sponsors; and
- encourage service opportunities at the local and national levels.

Alpha Chi's Strategic Plan

Membership

Increase the membership in a purposeful and productive way.

Objective: Evaluate the feasibility of developing high school affiliate chapters of Alpha Chi. A feasibility study including details of other competing high school honor societies, potential member benefits, eligibility requirements, fee structure, and chapter model should be generated. The marketing plan from VisionPoint Marketing should be considered in this study.

Timeline: Immediate

Responsible Party: Executive Director

Objective: Aim for a growth rate in annual registrations of new members each year utilizing the marketing plan from VisionPoint as a guideline for recruitment.

Objective: Give all eligible undergraduate and graduate students at member institutions the opportunity to join Alpha Chi.

Timeline: Ongoing

Responsible Party: Executive Director

Centennial Anniversary

Prepare for the 100-year anniversary of the Society which occurs on February 22, 2022.

Objective: Convention planning. Planning for the convention in 2022 should be ongoing and consider such items as special guests, a longer convention hosted near the site of the founding, and other celebrations commensurate with the occasion.

Objective: Updating the Alpha Chi History. The previous history of the Society was published in 1997. The 25 years from the end of this publication to the centennial should be updated.

Objective: Archive status. The ongoing conversion of Alpha Chi's archive to digital formats should be evaluated and completed in cooperation with the Historian.

Objective: Chapter time capsule. Evaluate the feasibility and desirability for chapters to submit documentation of their history and status in the centennial year.

Objective: Budgeting. A budget for these centennial celebrations should be considered and prepared.

Timeline: Short-term

Responsible Party: *ad hoc* Centennial Task Force

Publications

Continue the strong tradition of quality publications by the Society.

Objective: *Aletheia* updates. Alpha Chi's scholarly journal should strive to improve and grow in its first few years. Two changes would improve the journal in the immediate future: indexing the journal and moving to a rolling publication schedule where manuscripts are submitted and published as soon as they are available.

Timeline: Immediate

Responsible Party: *Aletheia* Editor and Editorial Staff, Publications Committee

Objective: *Aletheia* updates. As the journal matures, the publication workflow and administrative structure should be evaluated for effectiveness.

Timeline: Short-term

Responsible Party: *Aletheia* Editor and Editorial Staff, Publications Committee

Objective: *Recorder* and Newsletter. Evaluate the ongoing necessity and usefulness of the traditional Alpha Chi publications.

Timeline: Ongoing

Responsible Party: Publications Committee

Succession Planning

Prepare for emergency and planned succession of key members of the National Council and Professional Staff.

Objective: Emergency succession. Create policy and evaluate existing policy that would provide a pathway for the emergency replacement of the members of Executive Committee and the Director of Operations.

Timeline: Immediate

Responsible Party: Constitution Committee

Succession Planning cont.

Objective: Emergency succession of other officers. Create and examine existing policy to direct the unforeseen succession of regional officers and the Editor of *Aletheia*.

Objective: Planned succession. Create policy to direct the planned succession of the Executive Director and the Director of Operations.

Timeline: Short-term

Responsible Party: Constitution Committee

Regional and National Structure

Make decisions on regional and national organizational structure and purpose.

Objective: Monitor recent changes to the regional structure. Monitor and manage the consequences of the Spring 2015 action of the National Council on regional rebates with particular emphasis on the regional finances.

Timeline: Ongoing

Responsible Party: Audit and Finance Committee

Objective: Create equitable and fair policy for funding the regional scholarships for those regions with depleted funds with consideration given to the size of the regional membership.

Objective: Create policy for Chapter Travel Grants for those regions with no funds remaining in their regional treasuries. Disseminate this policy to Chapter Sponsors in time for planning attendance at the 2017 Convention.

Timeline: Immediate

Responsible Party: Audit and Finance Committee

Objective: Evaluate and advise on the roles of the regional Vice President and President.

Timeline: Short-term

Responsible Party: Constitution Committee

Objective: Evaluate the geographical boundaries and purpose of the regions as the regional and national structure evolve during the life of this strategic plan.

Timeline: Long-term

Responsible Party: Strategic Planning Committee

Physical Location of the National Office

Plan for a potential move of the National Office.

Objective: Continue to investigate options for a potential move of the National Office outside of Searcy, Arkansas. This move could provide a more recognizable and prestigious address, reduce travel costs, and improve the recruitment and retention of office staff.

Timeline: Short-term

Responsible Party: Executive Director and Director of Operations

Objective: Evaluate the finances of a potential move including the current funds set aside for potentially purchasing office space.

Timeline: Immediate

Responsible Party: Audit and Finance Committee

Constitution and Bylaws

Align the Constitution and Bylaws with changes in mission and vision proposed in this strategic plan.

Objective: Amend the Alpha Chi Constitution and Bylaws to reflect ongoing organizational changes.

Timeline: Ongoing

Responsible Party: Constitution Committee

Chapters

Recruit new chapters, reactivate weak and dormant chapters, and improve the organization and leadership of all chapters, new and long-standing.

Objective: Propose specific policy regarding the future chartering of chapters from for-profit institutions.

Timeline: Immediate

Responsible Party: Membership Committee (NOTE: the strategic planning committee proposes to merge the *ad hoc* Institutional Standards Committee with the standing Member Development committee into a standing Membership Committee with expanded purpose and scope to cover the objectives in this plan.)

Objective: Devise, implement, and report on a plan to recruit new chapters and reinvigorate weak or inactive chapters.

Timeline: Ongoing

Responsible Party: Executive Director

Public Relations

Improve Alpha Chi's visibility on member campuses as well as in academia nationwide.

Objective: Discuss and implement feasible recommendations from the VisionPoint Marketing Study.

Timeline: Ongoing

Responsible Party: Executive Committee

Finances

Vigilantly assure that finances are sustainable.

Objective: Develop a fundraising plan informed by the VisionPoint Marketing report with a focus on the upcoming centennial anniversary.

Timeline: Short-term

Responsible Party: Executive Committee

Objective: Hire a financial analyst to evaluate the financial sustainability and efficacy of the Society's finances.

Timeline: Short-term

Responsible Party: Executive Committee

Objective: Conduct regular, professional review of the organization's investments.

Timeline: Ongoing

Responsible Party: Executive Committee

Scholarship

Continue to make the promotion and recognition of scholarship a core function.

Objective: Continue to recognize and reward members who present their scholarly works, apply for scholarships/fellowships, and have their work published.

Timeline: Ongoing

Responsible Party: Membership Committee

Objective: Look for ways to double the amount of scholarship funds awarded annually. The financial analysis from above will be required to inform this objective.

Timeline: Short-term

Responsible Party: Audit and Finance Committee

Service

Encourage academically-oriented service.

Objective: Continue to offer academically-oriented service opportunities as part of the society's national programming.

Timeline: Ongoing

Responsible Party: Convention Committee

Member Benefits

Enhance member benefits and make members aware of them.

Objective: Continue to provide a variety of appropriate benefits to members and make them readily known to Alpha Chi members.

Timeline: Ongoing

Responsible Party: Membership Committee