



Pi Alpha Phi

Pi Alpha Phi Strategic Plan

Prepared by: Pi Alpha Phi Strategic Planning Committee

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Pi Alpha Phi

Mission Statement

Pi Alpha Phi is Brotherhood

The Fraternity encourages mutual respect, trust, and loyalty among its members. The Fraternity creates an extended family that nurtures life-long friendships through the bonds of tradition, shared values, and unity.

Pi Alpha Phi is committed to Academic Excellence

The Fraternity creates a studious environment and encourages each of its members to achieve his greatest academic potential. The Fraternity supports all educational endeavors and recognizes exceptional academic achievement.

Pi Alpha Phi is devoted to Philanthropy

The Fraternity is committed to its responsibility to serve others and encourages participation in activities for the betterment of the community.

Pi Alpha Phi inspires Leaders

The Fraternity provides opportunities to fulfill important duties within the organization and helps members develop leadership skills in preparation for their future careers and endeavors.

Pi Alpha Phi strives to promote Asian American Awareness

The Fraternity believes in learning Asian American culture, heritage, and history. The Fraternity encourages its members to pass on this knowledge to others.



Pi Alpha Phi

Overview

Vision

Pi Alpha Phi is to be recognized and respected by campus leaders, college administrators, and the general public as the premiere Asian American Interest Fraternity. Pi Alpha Phi binds and inspires its members through the shared common values of Brotherhood, Academic Excellence, Philanthropy, Leadership, and Asian American Awareness. By applying these values in their everyday actions, our members become positive contributors to the community.

Strategy

Based on an analysis of the current environment, including the input of fraternity undergraduates and alumni, friends of the fraternity, and other leaders of the fraternal community, the following four areas will be addressed

- Increasing Undergraduate Membership
- Increasing Undergraduate Commitment
- Increasing Alumni Involvement
- Improving Operations Management at all levels of the fraternity



Pi Alpha Phi

Philosophy

Our Strategic Plan is NOT just about Tactics

Pi Alpha Phi Fraternity stands at a crossroads. If we continue to choose the path of dwindling membership, civil lawsuits, criminal investigations, it will lead to the eventual downfall of the fraternity. The alternative is embodied by this Strategic Plan.

Our Strategic Plan is not about finding a perfect combination of programs, rules, and regulations that will turn Pi Alpha Phi into the best fraternity in the universe. While our strategic plan will have these things, the Strategic Plan is really about People.

It is about people and attitudes and striving for more than mediocrity. It is about making sure our actions match what we SAY we stand for. It is about how defining who and what we are.

It's NOT just about the undergraduate chapters or a nebulous entity known as "nationals". It is about every member, young and not-so-young. It is about how you feel when you think about wearing the Pi Alpha Phi letters across your chest. It is about having pride in the organization rather than having to make apologies.

We believe that our great brotherhood is built on more than just partying and pledging, but we have allowed ourselves to be defined by these things. Our Strategic Plan aims to set the record straight. It allows us to return to the Pillars of what our Fraternity was founded upon: Brotherhood, Academic Excellence, Philanthropy, Leadership, and Asian American Awareness.

Our Strategic Plan will have definitely have goals and strategies, but it will mean nothing if we do not back it up. Words on paper are meaningless and passive. Pi Alpha Phi is an organization of people. It is only as good as the people in it. It's PEOPLE who will drive OUR Strategic Plan and make Pi Alpha Phi the best it can be.



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Purpose

Strategic Planning Background

Strategic Planning is the process of establishing long range goals that are critical to the survival and prosperity of an organization. In addition, action plans are created to achieve the goals that are established.

Strategic Planning Benefits

- Establishes a long term framework for organizational leadership and decision-making
- Enhances organizational communications among all stakeholders of the organization
- Encourages open discussion of significant issues
- Facilitates exchange of ideas, opinions, and information
- Helps build organizational capabilities
- Strengthens the commitment of members when planning is open and inclusive

Key Themes

- Clear, focused vision and goals for all levels of the Fraternity
- Monitoring of performance milestones toward meeting the established goals
- Increased emphasis on the need for undergraduate commitment
- Increased reliance on alumni volunteers for continuity and mentoring
- Strong communications to inspire and empower chapter and alumni members
- Effective use of technology to facilitate communication and efficiencies
- Effective use of expert advisors' experiences to provide new perspectives



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SWOT Analysis

SWOT Background

A Strengths, Weaknesses, Opportunities, and Threats Analysis is used to assess the current environment. Strengths and Weaknesses apply to the organization, whereas Opportunities and Threats apply to the environment. In July 2007, a SWOT survey was taken at the undergraduates' regional meetings. Here are the results:

Strengths

- Rich Tradition of Excellence
- Over 1500 initiated members
- Members who will persevere and work through problems
- Strong sense of unity
- Berkeley and Davis Alumni Associations provide some structure to alumni involvement
- Large base of successful alumni members and can, if motivated, provide experience and support to undergraduate members
- The Pi Alpha Phi Alumni Scholarship can provide financial assistance scholarships



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SWOT Analysis

Weaknesses

- Several chapters report low recruitment numbers
- Several chapters viewed as “struggling”
- GPA for almost all chapters is well below all-men’s average for their campus
- Majority of chapters are NOT paying their dues
- Lack of member and chapter accountability
- Majority of chapters report dire financial straights
- Virtually no infrastructure across chapters
- Lack of institutional memory (knowledge is not effectively passed down)
- Many chapters report member apathy as a significant problem
- Many alumni lose touch after graduation and never contribute back.
- Long term direction of fraternity has not been established nor communicated



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SWOT Analysis

Opportunities

- Fraternities can provide an excellent opportunity to develop valuable leadership and social skills
- Fraternities can provide an excellent opportunity to develop meaningful lifelong relationships
- Fraternities can provide an excellent opportunity for building lifelong social and career networks
- Collaborate with university and other stakeholders to develop productive leaders
- New technologies offer ability to improve alumni and student communication
- Asian American students are an increasing minority at colleges across the country
- Pi Alpha Phi has the opportunity to differentiate itself clearly and positively from other fraternities



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SWOT Analysis

Threats

- Fraternities can be scapegoats for campus and community problems
- Negative behavior by some fraternity members damage reputation for entire fraternity system
- Fraternities can be a haven for alcohol and drug abuse
- Growing pressure for universities to close or severely restrict Greek systems
- Growth in competing organizations (student clubs, learning circles)
- Escalating operating costs (Insurance, council dues, travel)
- Limited Financial Resources to Execute Plan
- Increasing hazing criminalization and civil lawsuits
- Asian fraternities have reputation of hard hazing
- Many students and parents view fraternities as an anchor, detrimental to success



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Increasing Undergraduate Membership

Vision

Pi Alpha Phi is a strong and growing Brotherhood that strives for academic excellence, philanthropy, and Asian American awareness by recruiting and developing future leaders. Each chapter operates at a membership level that provides the best fraternal experience to every undergraduate member.

Goals

- By September 2008, IDEAL and ACCEPTABLE ranges for chapter size are determined.
- By January 2009 the fraternity can offer a “Values Based Recruiting” program that is reviewed and modified annually to ensure effectiveness and membership retention rates.
- By January 2009, the fraternity offers a yearly workshop teaching the Values Based Recruiting program
- By January 2009, 75% of chapters will have the ongoing involvement of an alumnus for the purpose of improving recruitment.
- By January 2009 the fraternity will achieve an increasing overall growth rate of at least 10% annually
- By January 2010, the fraternity offers Recruitment Incentives to chapters
- By January 2010, 75% of chapters operate within IDEAL range. 90% ACCEPTABLE
- Starting in 2010, the fraternity will colonize at least 2 chapters at top universities annually



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Increasing Undergraduate Membership

Brainstormed Initiatives

- We will be experts at attracting, retaining, and developing undergraduate and alumni talent.
- Develop a national philosophy on recruitment of new members.
- Training and education for our recruiters
- Strengthening the reasons men should join Pi Alpha Phi
- Clarifying expectations of members
- Rewarding members who exceed expectations and are positive examples of what Pi Alpha Phi stands for
- Develop a Recruitment Plan for at-risk chapters
- Develop a plan that rewards chapters for successful recruitment efforts, such as reduction of dues or reduced convention fees
- Develop standardized recruiting materials (national recruitment package)



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Increasing Undergraduate Commitment

Vision

Pi Alpha Phi provides a positive experience for its members and builds a sense of community in a way that generates a desire to invest time, effort, and money back into both the organization and its future members.

Goals

- By January 2009, at least 90% of active chapters on May 31, 2008 are still active.
- By January 2009, 90% of chapters meet their financial and reporting obligations to the fraternity.
- By January 2009, at least 90% of chapters develop written chapter budgets and review budget with their advisor.
- By January 2009 at least 90% of chapters have quarter/semester calendar of programming ready for review with their advisor at least 1 week prior to start of instruction.
- By January 2009, at least 75% of chapters have GPA's at or above the all-Mens average at their respective university.
- By January 2009, the Fraternity will offer a values-based pledging program that will provide its members with a positive experience in joining the fraternity.
- By January 2009, chapters report less than 10% of members are "dead weight"



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Increasing Undergraduate Commitment

Brainstormed Initiatives

- Develop new pledging plan that emphasizes chapter unity rather than class unity, provides life skills,
- Base new pledging in various pan-Asian philosophies, such as Kaizen, philosophy of constant self improvement. Bring in Asian Studies experts/students to assist.
- Establish lifelong learning and personal growth as core to membership in fraternity.
- Improved personnel development, leadership training
- Be more deliberate to recognize leadership
- Nurture a culture that expects brothers to be accountable (discipline vs. accountability)
- Facilitate greater interaction and mentoring across generations
- Share and promote stories of leadership and achievement
- Instill a concept of service and philanthropy among members
- Re-affirm the oath of membership in all members. Live the Pillars
- Attract members who already believe in the Pillars
- Compel members to contribute time, effort, and money to the next generation
- Comprehensive strategy for educating new (and old) members of the fraternity
- Develop code of conduct or membership expectations.



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Increasing Alumni Involvement

Vision

Pi Alpha Phi alumni are a large and capable source of guidance and support for undergraduate members and the fraternity. Membership in the fraternity is a lifelong commitment that broadens our understanding of Brotherhood.

Goals

- By January 2009, we have accurate contact information for 75% of fraternity alumni.
- By January 2010, at least 33% of living alumni members have contributed financially to the fraternity.
- By January 2010, at least 10% of living alumni members have contributed time and effort to the fraternity.
- By January 2010, 90% of chapters have an Alumni Advisor.
- By January 2010, 75% of chapters will have the ongoing involvement of an alumnus for the purpose of improving recruitment.
- By January 2010, 50% of chapters have chartered alumni associations.



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Increasing Alumni Involvement

Brainstormed Initiatives

- Hire Fraternity Management Group to manage alumni relations program
- Develop Hall of Fame program to recognize successful alumni AND/OR alumni who provide substantial involvement or support to the fraternity
- Identify hub guys - guys who link chapters/classes
- Every chapter hold at least 1 annual event
- Focus on chapter-level volunteers (alumni advisory team)
- Develop a mentoring program
- Better train advisors and volunteers
- Develop a Life Loyal program with benefits and recognition
- Each undergraduate chapter designate an “alumni chair” to do alumni outreach



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Improving Operations Management

Vision

Pi Alpha Phi maintains the necessary structures, resources, and programming to support and fund the operation of the Fraternity. The infrastructure and governance is aligned with the values of the organization.

Goals

- Chapters pay their financial obligations to the National Fraternity in a timely manner
- By January 2009, the National Fraternity will be debt free.
- By January 2009, the fraternity will create an appropriate governance model
- The Fraternity will publish an annual budget and annual report.
- By May 2008, the Pi Alpha Phi Alumni Scholarship Fund will be awarding scholarships to encourage and recognize positive contributions of its members.



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Improving Operations Management

Brainstormed Initiatives

- Embrace Mission Statement in all programming
- Establish expectations for our membership “Code of Conduct”? that reflect the pillars and mission statement
- Develop processes that consistently re-inforce accountability for members and chapters
- Develop a culture within the national framework (convention, national cabinet, board of directors, volunteers) that is focused on the future. Meets the needs of today’s students
- Expand the concept of “national’ as encompassing the entire membership.
- Agreed/implied code of conduct rather than simple list of rules to follow
- Prioritize goals. Cant’ do too much at once.
- Recognize the best practices of other organizations (fraternities/sororities/clubs/corporations) and see if/how they can be incorporated into our organization
- Use of technology to improve efficiency/effectiveness of governance and communication
- Hired Fraternity Management Group to manage online membership database
- myemma to improve fraternity communications
- google apps backend to improve efficiency and institutional memory
- Train volunteers! (national board training in October 2007)
- Add President-Elect and Past President positions to cabinet to increase continuity
- Run the business portions of the fraternity like a business