

TRUE TO THE JOURNEY

2018-2023 STRATEGIC PLAN



DELTA TAU DELTA

The time is coming when our colors of **purple**, **white** and **gold** will become the recognized standard of excellence among all college fraternities.





OUR MISSION KNOWS NO LIMIT

COMMITTED TO LIVES OF EXCELLENCE

OUR VALUES ARE TIMELESS

TRUTH, COURAGE, FAITH AND POWER

THE TIME IS INDEED COMING TO BE TRUE TO THE JOURNEY.

A GENERATION OF YOUNG MEN ARE AT RISK

Men need teachers | Men need mentors | Men need advocates



DELTA TAU DELTA IS UNIQUELY POSITIONED TO
MEET THE NEEDS OF THE 21ST CENTURY MAN

TRUE TO THE JOURNEY



THE UNDERGRADUATE
EXPERIENCE



VOLUNTEER
SUPPORT



ALUMNI
ENGAGEMENT



STRATEGIC
GROWTH

PILLAR I - THE UNDERGRADUATE EXPERIENCE

Critical Objectives:

- Shift new member recruitment from its current form to **a developmental experience based on our mission and values.**
- Implement **a consistent new member experience** across all chapters focusing on personal development.
- Instill a culture for improvement of the whole person: **character and leadership, health and wellness, academics, life and career.**
- Promote leadership development and character education through **increasing access to emerging leader experiences, officer training, new opportunities for coaching and mentoring by peers and alumni**, and encouraging high-quality local programming.
- **Measure our progress** and demonstrate results across these objectives.

VISION:

Delta Tau Delta will be the premier undergraduate experience on a college campus. We believe the time has come for our colors of purple, white and gold to become the recognized leader among all college fraternities – and beyond. Delta Tau Delta changes lives. It is our responsibility to ensure our programming remains innovative and provides young men with the experiences and training they need to live lives of excellence.

METRICS:

Average chapter size: **73**

Total annual Foundation grants: **\$253,000**

Freshmen to sophomore retention rate: **83%**

Spring 2017 all Fraternity GPA: **3.13**

Total Ignite/Charge/PAR attendance: **346**

SWOT ANALYSIS:

STRENGTHS

- High average chapter size
- Data-driven FAAR process
- Fraternity leadership programs
- Organizational flexibility

WEAKNESSES

- Lack of consistent strategy
- Lack of hands on service project or initiative
- Alcohol and risk management
- New member education programs
- Lack of career development program

OPPORTUNITIES

- Outcomes assessments
- Fraternity housing
- Large number of men in need of our “product”
- The Road
- New delivery mechanisms for training and education

THREATS

- Complacency among students
- Lack of focus and strategy
- Deteriorating physical structures
- Poor and inconsistent new member education
- Marketing challenges
- Societal problems coming to college



PILLAR I - THE UNDERGRADUATE EXPERIENCE

UNDERGRADUATE EXPERIENCE METRICS	BASELINE	GOAL
Number of recruitment chairman receiving training	0%	80%
Incoming New Member Grade Point Average	Unknown	TBD-2019
Incoming New Member Involvement Metrics	Unknown	TBD-2019
New Member Retention Rate (1 year)	86.70%	90%
Completion of membership education levels	0%	TBD-2020
New Member Initiation Rate	80.40%	85%
Percent of men completing standard New Member Education program	0%	100%
Percent of chapters utilizing small groups in New Member Education	0%	TBD-2020
Number of new member educators completing training	0%	90%
Number of chapter using volunteer-led new member ed	0%	TBD-2019
Dollars in a curriculum development endowment	\$0.00	\$1,300,000
Percent of chapters with a membership ed program	81%	90%
Percent of chapters with a hazing violation	13%	5%
Percent of chapters with an alcohol violation	19%	<10%
Number of students utilizing mental health resources	35	TBD-2019
Membership experience survey data	0%	25%
Percent of undergrads receiving face to face leadership training	11%	25%
Number of volunteers involved in leadership training	76	150
Number of non-Delt volunteers involved in leadership training	11	30
Number of presidents attending an all presidents academy	0%	75%
Number of members attending alternative leadership training	0	40

PILLAR II - VOLUNTEER SUPPORT

Critical Objectives:

- **Culture:** Create and maintain a volunteer support program that reflects excellence. Boldly define volunteer support as an essential organizational component for fostering excellence in undergraduate chapters. Create and sustain entry points for volunteer engagement for alumni of all ages interest and levels of availability throughout their lives
- **Support:** Develop engaging and dynamic volunteer programs, make them available to a larger number of volunteers and prospective volunteers.
- **Recruitment:** Increase the total number of volunteers within the Delta Tau Delta volunteer corps and improve the underlying infrastructure in place to support them.

VISION:

When Delta Tau Delta is blessed by well-trained and fully engaged volunteers our chapters typically do well. When our chapters do not have the benefit of mature guidance, or where there is not enough of it, our chapters will surely struggle, either in the short or long term. The Fraternity will become the industry leader in recruiting, supporting, encouraging, enabling and recognizing all of our volunteers. We will seek to provide pathways for alumni of all ages, skills and time availability to join in making Delta Tau Delta the recognized leader of the fraternal world.

METRICS:

Total number of volunteers: **598**

Average tenure of chapter volunteer: **4.4 years**

Current chapter advisor vacancy rate: **4% for advisors, 16% for DVPs**

Advisors considered very engaged: **77%**

Total benefit to organization of volunteers: **\$843,180**

SWOT ANALYSIS:

STRENGTHS

- Considerable staffing dedicated to volunteer support
- Initial training and on-boarding is vastly improved
- Improved alumni and volunteer communication

WEAKNESSES

- Ongoing education of volunteers
- Enhanced training for volunteers for greater longevity
- Small pool of potentially interested volunteers
- DVP program is presently ineffective

OPPORTUNITIES

- Expanding the current Learning Management System to have a greater reach
- More extensive and improved face to face training
- Engaging our younger alumni

THREATS

- Shortage of funding/lack of priority funding
- Potential liability fears for interested volunteers
- Holding volunteers accountable to standards of excellence



PILLAR II - VOLUNTEER SUPPORT

VOLUNTEER SUPPORT METRICS	BASELINE	GOAL
Dollars budgeted for alumni programs	\$82,000	\$200,000
Percent of volunteers who report feeling supported	unknown	TBD-2019
Percent of volunteers who believe they are a priority	unknown	TBD-2019
Number of volunteers attending volunteer training program	0	135
Number of volunteers engaging in ongoing education	143	315
Topics received from an annual volunteer assessment	none	2
Number of volunteers receiving face to face training	143	300
Number of volunteers achieving master level status	0	TBD-2020
Adopting of revised Division Vice President program	not started	Adopted
Number of volunteer hours provided to the Fraternity	unknown	TBD-2019
Number of men enrolled in the young volunteer program	0	100
Total number of volunteers contributing to Delta Tau Delta	972	1,100
Vacancy rate for lead chapter advisors	5.30%	<5%
Total number of functional volunteer advisory teams	unknown	TBD-2019
Total non-chapter specific volunteers	unknown	TBD-2019
Total number of good email addresses	50,085	60,000
Total number of good mailing addresses	70,683	77,000

PILLAR III - ALUMNI ENGAGEMENT

Critical Objectives:

- Create greater **social and brotherhood engagement** opportunities for alumni of all ages.
- Provide a conduit to aid our alumni members in their **professional development**.
- Organize alumni members to **assist local events** of undergraduate chapters.

VISION:

Delta Tau Delta's mission is Committed to Lives of Excellence. We will create the Delta Tau Delta alumni association. A Delta Tau Delta alumni association would satisfy the most basic needs of our members by bringing our members together to renew the bonds of brotherhood. By and through the alumni association we will create value by enhancing the member through strategic social programming, career and professional development and involvement in the community.

METRICS:

Total living alumni: **123,529**

Alumni initiated since 2000: **38,904**

Number of active alumni chapters: **unknown**

Alumni chapter members: **unknown**

Staff dedicated to alumni engagement: **1**

SWOT ANALYSIS:

STRENGTHS

- Demand for alumni engagement is increasing
- Interest in affinity groups has become stronger
- Local undergraduate chapters emphasize alumni involvement

WEAKNESSES

- Little to no alumni engagement infrastructure
- Poor alumni contact information for majority of membership
- Few, if any, options to reconnect following graduation

OPPORTUNITIES

- A 3rd of living alumni have initiated since 2000
- E-learning and communication systems are more commonplace

THREATS

- Little to no staff dedicated to alumni engagement
- Little to no financial commitment to alumni engagement
- No vision for alumni engagement
- No opportunities for recent alumni to engage
- Social programming is not encouraged though it is demanded



PILLAR III - ALUMNI ENGAGEMENT

ALUMNI ENGAGEMENT METRICS	BASELINE	GOAL
Total number of chartered alumni chapters	unknown	25
Total number of recognized affinity groups	2	10
Total number of alumni association members	unknown	TBD-2020
Total number of alumni participating in alumni events	unknown	TBD-2019
Total number of men enrolled in an alumni transition program	0	TBD-2019
Total number of men enrolled in a Delt mentorship program	0	TBD-2021
Total number of Delt professional groups	0	5
Total number of records in the database with professional info	24,897	36,000
Total number of Delt networking events annually	0%	25
Total number of chapters providing semi annual newsletters	unknown	TBD-2019
Number of chapters with a named alumni relations position	unknown	TBD-2019
Total number of local chapter events open to alumni	unknown	TBD-2019
Total number of alumni attending local events	unknown	TBD-2019
Total number of chapter-specific alumni chapters	0	5
Total number of chapters with a chapter educational fund	42	100
Total number of alumni participating in JDRE	unknown	TBD-2020

PILLAR IV - STRATEGIC GROWTH

Critical Objectives:

- The Fraternity will grow to **12,000 undergraduate members and 150 chapters by 2023**.
- The Fraternity will increase **non-membership revenue to 50% of total revenue**; today 70% of total revenue is attained through undergraduate dues.

VISION:

Young men today need the Delt Mission and Values more than ever. Delta Tau Delta realizes its vision when more men learn to live by our values. Our success depends on more young men being Delts. Our vision is for an undergraduate organization of 12,000 members and 150 chapters by 2023. Furthermore, the work must, as it always has, continue through good times and even more especially through adversity. Our current reliance on membership dues creates vulnerability and limits our ability to fulfill our mission. To increase the availability of our organization to men of excellence we will become less reliant on dues from students. All men of excellence should have the opportunity to be Delts.

METRICS:

Total number of undergraduates: **9,973**
Membership growth since 2007: **43%**
Percent of revenue from dues: **70%**
Chapters greater than 100 members: **24**
Fraternal Avg. Chapter Size Rank: **#2**

SWOT ANALYSIS:

STRENGTHS

- More undergraduate members than we have ever had
- 24 chapters with more than 100 members
- Fraternity ranked #2 nationally in average chapter size

WEAKNESSES

- Revenue highly dependent upon membership dues
- Increased chapter/colony closures
- More challenging expansion environment
- Fewer expansion opportunities

OPPORTUNITIES

- Merchandising
- Housing
- Alumni chapters
- Returns for tombstone chapters
- Leveraging fraternity experiences
- Retention of undergraduate members

THREATS

- Changes in preferences from our "customers"
- Risk management/behavior
- Fraternity experience being replicated into collegiate experiences
- Existential challenges for small, private institutions



PILLAR IV - STRATEGIC GROWTH

STRATEGIC GROWTH METRICS	BASELINE	GOAL
Total annual dues	9,552	12,000
Total new member dues	3,260	4,100
Total initiate dues	2,764	3,690
Total chartered chapters	133	150
Percent of revenue from undergraduate dues	70%	50%
Percentage of revenue from non dues sources	30%	50%
Total dollars granted to the Fraternity annually	\$200,000	\$400,000
Total dollars raised as part of a captial campaign	\$0	TBD-2019
Annual fund dollars	\$0	\$1,000,000
Grants received from outside sources	\$0	TBD-2019

THANK YOU!

Special thanks to the many Delts and friends who dedicated hours to make this strategic plan. Specifically,

Members of the Arch Chapter

Members of the Educational Foundation Board of Directors

Central Office Staff, but particularly Justin Pyles, Jean Lloyd, Alan Selking, Maurie Phelan and Jim Russell.

Members of the planning task forces:

Rosario Palmieri, International Secretary

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Justin Yurt, Undergraduate Council

Tiger Edwards, Southern Division President

Bryan Adams, Eastern Division President

Mark Nichols, Educational Foundation

Doug Russell, Director of Chapter Services

Dan Shorts, President of Capital Alumni Chapter

Matt Wilson, University of Illinois Alumni Association

Matt Yung, Undergraduate Council

And most importantly thank you to the scores of undergraduates and volunteers who helped review drafts and documents in focus groups, conference calls and casual conversations. This is your Fraternity and this is your strategic plan.

THE TIME IS COMING!





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