



2017 DKG Pi State Strategic Action Plan

Overview

On April 26, 2014 at the Pi State Executive Board Meeting in Syracuse, President Joyce Tang, Ph.D. appointed an Ad Hoc Committee with the purpose to propose a Pi State Strategic Action Plan and a report that focused on the goals set for the Biennium 2013-15. **The goals were to grow the membership, to enhance the efficiency of Pi State and to enrich the contents of Pi State's programs.** The Committee conducted a survey that was completed by 100% of the State's Chapters. Results of the poll were sent to the Committee for analysis and preparation of a report with recommendations. The primary results of the survey were presented to the Executive Board at the Fall Executive Board Meeting in Glens Falls on October 18, 2014. Material was published in *Pi Lights* and placed on the Pi State Website.

The 2014-15 Ad Hoc Committee members were **Deborah Bedard**, *Alpha Epsilon*, Pi State First Vice President 2013-2015 and Bea Small Award Committee Chair; **Barbara Bostwick-Quinn**, *Beta*, U.S. Forum Liaison and Chapter President; **Karen Butters**, *Beta Mu*, Pi State Second Vice President 2013-2015 and Frederica Hollister Professional Educators Award Committee Chair; **Anne-Marie Carlson**, Pi State President 1991-1993; **Karen Crumley**, *Tau*, Pi State President 2007-2009 and BYLAWS & Rules Committee Chair; **Mary-Martha Harvey**, *Omega*, State Editor and *Omega* Chapter President; **Joyce Krupnik**, *Beta Epsilon*, Travel and Study Stipend Committee Chair; **Dr. Andréa Morris**, Pi State Past President 2005-2007); **Lochie Musso**, Nominations Committee Chair; **Catherine Olinger**, Pi State President 1993-1995; **Jeanne Schenk**, *Alpha Tau*, Pi State President 2011-2013; **Jean Sekel**, *Pi*, Audit Committee Chair and Chapter President; **Joan Slagle**, *Beta Omega*, Pi State President 2009-2011 and Financial Development Fund Administrator; **Emilie Stris**, *Alpha Phi*, World Fellowship; **Beryl Szwed**, *Beta Mu*, Pi State Executive Secretary ; **Dr. Joyce Tang**, *Alpha Phi*, Strategic Action Plan Committee Coordinator and Convener, Pi State President 2013-2015 and Gladys L. Mersereau Grant(s)-in-Aid Committee Chair; **Jane Tanner**, *Beta Kappa*, Pi State President 2001-2003; **Rosemary Van Wart**, *Alpha Pi*, Pi State Secretary 2013-2015; and **Wanda Ward**, *Alpha Alpha*, Pi State President 1987-1989.

The Committee recommended that there is a need to concentrate on obtaining and maintaining membership, developing leadership and leadership opportunities for members, while offering programs that meet the diverse needs of active and retired educators. Attention should be given to strengthen the role of Area Councils in leadership development and consideration given to re-drawing some geographical areas. It was suggested that a Phase II Committee be created to further develop the Strategic Action Plan and present it to the membership.

In July 2015, President Deborah Bedard appointed the second phase of the Ad Hoc SAP Committee for the 2015-2017. Committee members are **Karen Butters**, *Beta Mu*, Pi State First Vice President and Bea Small Award Chair; **Karen P. Crumley**, *Tau*, Pi State President 2007-2009 and Pi State BYLAWS & Rules Committee Chair; **Sue Genthner**, *Alpha Alpha*, Pi State Communication and Publicity Chair 2013-2015; **Sue Kenoyer**, *Psi*, Pi State Second Vice President and Frederica Hollister Professional Educators Award Chair; **Melanie McDonald**, *Beta Omega*, Pi State Membership Chair; and **Barbara Bostwick-Quinn**, *Beta*, Chair Ad Hoc SAP Committee, EEC Committee US Forum Liaison and Chapter President.

The Committee presented a draft and distributed copies to Chapter Presidents and Chairs. After feedback from the Executive Committee, Area Councils, Chapters and State Committee members, the plan was finalized on 10.15.16. It was sent to the Executive Committee to be approved by the Executive Board on 4.29.17.

DKG Purposes:

1. **To unite women educators of the world in genuine spiritual fellowship**
2. **To honor women who have given or who evidence a potential for distinctive service in any field of education**
3. **To advance the professional interest and position of women in education**
4. **To initiate, endorse and support desirable legislation or other suitable endeavors in the interests of education and of women educators**
5. **To endow scholarships to aid outstanding women educators in pursuing graduate study and to grant fellowships to non-member women educators from other countries**
6. **To stimulate the personal and professional growth of members and to encourage their participation in appropriate programs of action**
7. **To inform the members of current economic, social, political and educational issues so that they may participate effectively in world society**

Mission Statement:

The Delta Kappa Gamma Society International promotes professional and personal growth of women educators and excellence in education.

Vision Statement:

Leading Women Educators Impacting Education Worldwide

AREAS OF FOCUS: These are areas identified in Pi State Strategic Action Plan 2nd Version 12.29.14.

- 1. Membership recruitment and retention**
- 2. Programs to meet the needs of active and retired members**
- 3. Communication and use of social media**
- 4. Leadership training for Chapters, Area Councils and State leaders**
- 5. Area Councils: use and configuration**

GOALS:

- I. Membership**
 - 1. Recruit new members**
 - 2. Retain current members and members who will be initiated in the future**
 - 3. Reinstate former members**
 - 4. Prevent Chapter dissolution, promote reinstatement made membership recovery after Chapter dissolution**
- II. Programs**
 - 1. Promote programs to meet the needs of active and retired members**
- III. Communication**
 - 1. Develop internal marketing strategies to increase visibility, pride in and knowledge of Society and member benefits**
- IV. Leadership**
 - 1. Provide knowledge and involvement so members build the expertise and self-confidences to accept leadership positions within Pi/NY State**
- V. Area Councils**
 - 1. Improve communication at all levels: Executive Committee to Area Council; Liaison to Area Councils; Area Chair to Chapters**
 - 2. Investigate reconfiguration of Area Councils**
 - 3. Utilize Area Councils to promote professional workshops**

I. Area of Focus: Membership

Goal 1: Recruit new members

Objective	Activity	Responsibility	Timeline
1. Provide Chapters with strategies and resources to support their own discussions about how to market DKG and recruit members	1a. Provide training through informative articles in <i>Pi Lights</i> and <i>Pi State President-to-President</i> newsletters 1b. Provide training workshops at Pi State Seminars, Conferences, Conventions, Area Council Conferences and Chapter visitations regarding marketing DKG and the 2015 Membership/Recruitment Plan	Executive Committee; Membership Committee	Ongoing; evaluate at the end of 2017-2019 Biennium
2. Market DKG in various educational venues including schools, colleges, instructional facilities outside of the traditional school setting, corporate environments and anywhere educators work to educate others.	2a. Use DKG International marketing materials to share the purposes, mission and activities of DKG to the full range of eligible members (as outlined in the <i>Guidelines for Membership Committee Chairs, Revised 2014</i> 2b. Use the Orientation and Reorientation materials to orient potential members prior to Initiation (e.g. <i>Pride in the Big Picture</i> presentation and guide) to orient potential members prior to initiation as recommended in the 2015 DKG Recruitment/ Membership Plan	Executive Committee; Membership Committee	Ongoing; evaluate at the end of 2017-2019 Biennium
3. Market DKG to millennials including Early Career Educators and students pursuing careers as professional educators	3a. Use social media such as <i>Facebook</i> and <i>LinkedIn</i> to market DKG to potential younger members by highlighting topics of interest to them (e.g. opportunities for service, professional growth, mentoring, networking and collaboration) 3b. Utilize school district mentor coordinators to identify early career educators as potential members 3c. Form collaborative relationships with teacher training colleges and universities to identify pre-service teachers who may become potential members 3d. Reach out to Early Career Educators and pre-service teachers to invite them to participate in Chapter activities, especially those that will support their professional development	Executive Committee; Membership Committee; Communication Committee	Ongoing; evaluate at the end of 2017-2019 Biennium
4. Implement the 2015 DKG Recruitment/ Membership Plan in Pi State Chapters	4a. Survey Chapters regarding efforts to market DKG and recruit members 4b. Evaluate progress using Pi State Treasurer's reports	Executive Committee; Membership Committee; Communication Committee Subcommittee	Ongoing; evaluate at the end of 2017-2019 Biennium

I. Area of Focus: Membership *(continued)*

Goal 2: Retain current members and members who will be initiated in the future

Objective	Activity	Responsibility	Timeline
<p>1. Provide Chapters with strategies and resources to support their own discussions about issues of structure and culture that impact member retention</p>	<p>1a. Provide training through articles and workshops to support Chapters as they address issues of structure and culture (emphasize DKG identity as a professional honor society)</p> <p>1b. Use information, strategies and resources provided by the International Membership Committee to encourage healthy Chapter practices including: <i>Successful Chapter Practices Model</i> (based on the 2008 International Member Survey) and <i>Green Flags Indicating a Healthy Chapter Building Positive Chapter Culture</i></p> <p>1c. Utilize Area Councils to facilitate discussions and generate ideas that can be taken back to the participating Chapters</p> <p>1d. Utilize Pinterest (or other social media sites) to post ideas, resources and strategies generated during the Area Council discussions</p>	<p>Membership and Executive Committees</p> <p>Membership and Executive Committees; Area Councils</p> <p>Chapter and Pi State Leaders</p> <p>Chapter and Pi State Leaders</p>	<p>Ongoing; evaluate at the end of 2017-2019 Biennium</p>
<p>2. Implement strategies to nurture members so that they feel valued, affirmed and involved by their membership in DKG</p>	<p>2a. Implement balanced programming to address the needs and interests of both working and retired teachers including opportunities for professional development, documented through PD certificates</p> <p>2b. Create opportunities for collaboration through delegation of leadership, committee, fundraising and service project duties at the Chapter level and through involvement as workshop presiders and presenters at the other levels</p> <p>2c. Honor long term members by recognizing them at Chapter and State meetings and by providing certificates and pins for years of membership</p> <p>2d. Recognize members' accomplishments through press releases, on Chapter websites, in Chapter newsletters and at Chapter meetings</p>	<p>Chapter Leaders</p> <p>Chapter Leaders</p> <p>Chapter Leaders</p> <p>Chapter Leaders</p>	<p>Ongoing; evaluate at the end of 2017-2019 Biennium</p>
<p>3. Engage new members in the life of their Chapters, Area Councils, Pi State and DKG International to develop them as leaders and help them grow professionally</p>	<p>3a. Implement the "Buddy System" to help welcome and orient newly initiated members into the life of the Chapter</p> <p>3b. Utilize the DKG International Mentoring Conversations initiative to connect Early Career Educators and members new to DKG with more experienced members (encourage Past State Presidents and Chairs to be mentors)</p> <p>3c. Encourage members to participate in Area Council, Pi State, Northeast Regional and International events</p> <p>3d. Implement an intentional plan to engage new members and through incremental steps move them into positions of leadership</p>	<p>Chapter Leaders</p> <p>Chapter and Pi State Leaders</p> <p>Chapter and Pi State Leaders</p> <p>Pi State Leaders</p>	<p>Ongoing; evaluate at the end of 2017-2019 Biennium</p>

I. Area of Focus: Membership *(concluded)*

Goal 3: Reinstate former members

Objective	Activity	Responsibility	Timeline
1. Provide Chapters with resources to support their own discussion about why members have left their Chapters	1a. Provide training through informative articles in <i>Pi Lights</i> and in <i>Pi State President-to-President</i> newsletters regarding reinstating members	Pi/NY State Membership, Leadership Development and Executive Committees	Ongoing; evaluate at the end of 2017-2019 Biennium
2. Provide Chapters with strategies and resources to find, contact, reach out and reinstate former members	2a. Provide training workshops at Pi State Seminars, Conferences, Conventions, Area Council Conferences, and Chapter visitations regarding reinstating members		
3. Implement the 2015 “Reinstatement Plan for the Chapter” as recommended by the International Membership Committee.	3a. Use information, strategies and resources provided by the International Membership Committee including: a) The “ <i>Reinstatement Plan for the Chapter</i> ” b) The “ <i>DKG Membership Data 2015 Report</i> ” and the “ <i>2015 Dropped Members Survey Results</i> ” c) Ideas gleaned from State Membership Chairs during round table discussion at NERC 2015 d) Applicable resources available on the Membership Committee page of the DKG International website	Chapter Leaders	Ongoing; evaluate at the end of 2017-2019 Biennium
4. Promote membership recovery after Chapter dissolution	4a. Gain access to dissolved Chapter’s membership records from the State Organization Treasurer or Executive Secretary 4b. Develop a letter from the State Organization to send to each member of the dissolved Chapter expressing how much their membership is valued and offer reinstatement 4c. Identify existing Chapter(s) in close proximity to dissolved Chapters’ geographical location using current State Organization records to obtain contact information. 4d. Develop a letter from the State Organization to send to the Chapter President in closest proximity explaining the State Organization’s efforts to reach out to these former members. Include preprinted postcards to send to these former members that explain why former members should reinstate and identify the process, gives them contact information and meeting date, location and time.	Pi /NY State Membership and Executive Committees	Ongoing; evaluate at the end of 2017-2019 Biennium

Goal 4: Prevent Chapter Dissolution, Promote Reinstatement and Membership Recovery after Chapter Dissolution

Objective	Activity	Responsibility	Timeline
1. Implement a plan to identify and reach out to struggling Chapters	1a. Utilize Area Councils, Past State Organization Presidents and Committee Chairs, Area Councils and healthy Chapters to provide leadership support to help struggling Chapters be successful 1b. In the event a Chapter must dissolve, provide information and resources to help members transfer their membership to nearby Chapters.	Pi/NY State Membership and Executive Committee Pi/NY State Membership and Executive Committee	Ongoing; evaluate at the end of 2017-2019 Biennium

II. Area of Focus: Programs

Goal 1: Promote programs to meet the needs of active and retired members

Objective	Activity	Responsibility	Timeline
1. Support Chapter Educational Excellence Committees (EEC) in developing programs that promote DKG purposes	1a. EEC Chair and Area EEC members provide workshops and materials regionally for Chapter members and Chairs on effective programs 1b. Develop program idea lists and contacts on State Website 1c. Highlight best practices with State recognition	Pi/NY State EEC Chair and Committee Pi/NY State EE Committee and/or subcommittee	Ongoing; evaluate at the end of 2017-2019 Biennium
2. To promote programs that encourage STEAM (<i>Science, Technology, Engineering, Arts and Mathematics</i>)	2a. Create a Biannual Arts Retreat that would promote member talents in collaboration with regional agencies 2b. Showcase members' research and program development	Pi/NY State EE Committee and/or subcommittee	
3. Collaboration with area institutions, colleges and organizations to fund and develop programs	3a. Provide Professional Development Credits through State institutions 3b. Provide Leadership Training skills through accredited professionals 3c. Seek alternate funding sources, grants, collaborate enrollment 3d. Develop webinars for professional development that promote leadership skills and DKG purposes	Pi/NY State EE Committee and/or subcommittee	

III. Area of Focus: Communication

Goal 1: Develop internal marketing strategies to increase visibility, pride in and knowledge of Society and Member benefits.

Objective	Activity	Responsibility	Timeline
1. Maintain contact with Area Council Representatives on the State Communication and Publicity Committee	1a. Using West Central (WC) Area Council as an initial contact to create 1-5 Chapter brochures unique in photos to specific Chapters	State Chair Communication Committee and WC representative	Spring 2018; evaluate by June 30, 2019
2. Create branding and materials that promote leadership skills in DKG	2a. Develop templates for press releases, Chapter brochures, media use for marketing Pi/NY State	State Communication Committee	
3. Expand use of social media and technology for communication	3a. Create networking chat rooms 3b. Use social media to track and correspond with potential and current members (<i>Facebook</i> , Chapter websites, Pi State website and Google groups)	Executive Committee; subcommittee	

IV. Area of Focus: Leadership

Goal 1: Provide knowledge and involvement so members build the expertise and self-confidence to accept leadership positions within Pi/NY state

Objective	Activity	Responsibility	Timeline
1. Maintain contact with all members through personal contact with every Chapter	1.a. Develop and implement a survey of members concerning their ideas about leadership that is designed by Leadership Development Committee (LDC) and State Executive Committee	Chapter President implementation	October-November 2017
	1b. Present leadership survey results to Chapter Presidents and members through area workshops and at Pi State Seminars	Leadership Development Committee	October-November 2017
	1c. Use survey results to develop open enrollment programs and workshops across the state for leadership training	Leadership Development Committee	Spring 2018
2. Divide Pi State into 4-5 quadrants and provide leadership development training to incoming and returning Chapter Presidents	2a. Conduct leadership development activities by State Leadership Development Chair, a committee member from that quadrant, State President and any Executive Committee Member from that quadrant	Leadership Development and State Executive Committees	June 30, 2019
	2b. Analyze data from State leadership visits to identify Chapter leadership potential, needs and contacts		Summer 2018
3. Nurture prospective members by maintaining personal contact between State Executive Committee members and Chapter members	3a. All Pi State members who see a leader of potential need to have personal contact with a member.	All members; State Executive Committee	Ongoing; Evaluate June 30, 2019
	3b. Encourage Chapters to recognize potential leaders in state and local publications by providing acknowledgement and recognition activities	State EEC and Communications Committee	
	3c. Feature members and Chapter accomplishments on State Website and <i>Pi Lights</i>	State Editor; State Webmaster; LDC; Communications Committee	
4. Value the members that we have in Pi State through use of internal and external communication methods to recognize and develop leadership among Chapter members	4a. Divide the membership list between all the members of the Executive Committee plus Educational Excellence Committee and call each Chapter President and their First Vice President	State Executive Committee, EEC, LDC or Past State Presidents	Ongoing; Evaluate June 30, 2019
	4b. Offer “Chapter Town Hall Meetings” to members where individual members can physically or electronically meet to discuss DKG		
	4c. Schedule regular contact times between Area Liaisons, State Chairs and Chapters using appropriate communication techniques	State Executive Committee	

V. Area of Focus: Area Councils

Goal 1: Improve Communication at all levels: Executive Committee to Area Council; Liaison to Area Councils; Area Chair to Chapters

Objective	Activity	Responsibility	Timeline
1. Revise and update current job descriptions for Area Council Chairs, Treasurers and Representatives	1a. Meet with Area Council Chairs to refine job descriptions for Area Council Chairs and Treasurers 1b. Create email distribution lists for Area Council Chairs to use to communicate with Pi State Executive Committee, Area Council Chairs and Chapter Presidents 1c. Create a page on the Pi State Website for an Area Council rotation, upcoming conferences and collaborative work	Pi State Second Vice President and Area Council Chairs Pi State Executive Secretary Pi State Webmaster and Second Vice President	Ongoing; Evaluate June 30, 2018

Goal 2: Utilize Area Council Conferences to promote professional workshops pertaining to DKG purposes

Objective	Activity	Responsibility	Timeline
1. Involve Pi State Educational Excellence, Membership and Leadership Development Committees in providing training and membership information to Area Councils	1a. Use International and State Committees and Society members as a resource to provide workshop topics and presenters at Area Council meetings	Pi/NY State Educational Excellence Committee; Area Liaisons; Chapters	Ongoing; evaluate June 30, 2018

Goal 3: Investigate reconfiguration of Area Councils

Objective	Activity	Responsibility	Timeline
1. Involve Area Councils and Chapters in reviewing configurations to assess their effectiveness	1a. Use surveys/revised evaluation forms to solicit data/input at Area Council Conferences 1b. Aggregate data to help make decisions	Subcommittee of Pi State Second Vice President, Area Councils and Chapters	Review at end of every biennium/ June 30, 2019
2. Empower individual Chapters in making the final determination of designated Area Council	2a. Present Area Council information to individual Chapters in a nonbiased format 2b. Develop a voting system to allow Chapters and their membership to vote on Area Council and insure a quorum of their members participated	Subcommittee of Pi State Second Vice President, Area Councils and Chapters	June 30, 2019