Leading in the 21st Century: FY 2022-24 O∆K Strategic Plan

In consideration of the changing higher education environment, the impact of the COVID-19 crisis, and a planned leadership transition, the Society's Board of Trustees authorized the development of a new strategic plan in early 2020. Omicron Delta Kappa issued a request for proposals (RFP) for planning counsel in spring 2020. In May 2020, RISE Partnerships was retained to help guide the process to develop the Society's FY 2022-24 strategic plan. A Strategic Planning Task Force (SPTF) was appointed, and it met throughout the remainder of 2020 and into 2021 to develop the plan.

The plan itself was shared with various stakeholders in early 2021 for additional feedback. It has been further revised and edited to provide greater focus and definition to the goals and objectives based on the extensive feedback received. The plan was approved by the Board of Trustees in March 2021. The report from RISE Partnerships may be found here, and the complete plan is located here. A plan-implementation tracking report is being developed, and it will be located on this website as well.

The analysis conducted by RISE and the SPTF confirmed that O∆K’s mission and purpose remains constant and relevant, with a particular emphasis on two components:

- Recognition and celebration of leaders from all areas of the campus and community
- Connection of intergenerational, collaborative, inclusive leaders

The research completed by RISE and the SPTF determined that the Society’s primary products are recognition and providing access to space where individuals convene across leadership disciplines. Recognition benefits the recipient by generating pride and a sense of inclusion. Recognition helps the Society by associating the organization with the recipient’s positive reputation and by cultivating O∆K’s identity as a champion for collaborative leadership. Connection is important to the individual member because of the opportunities to learn and grow as a leader through engagement and networking with other members. Connection facilitates bringing together members to address matters of campus and community concern. Connection provides the opportunity to collaborate.

Most frequently, these two elements were cited by focus group participants as what creates the greatest value to O∆K’s members, potential members, and stakeholders. Recognition and
connection are what draws people to the Society, keeps people active in its initiatives, and entices donors to give to OΔK. Creating more of these experiences has the potential to:

- Foster greater interest in joining the Society from prospective members
- Increase member engagement in OΔK’s programs and activities
- Enhance the Society’s philanthropic and other non-membership revenue streams

By recognizing and connecting leaders, the Society also can raise its profile at the campus, community, and national level. With a focus on these two areas, the Society can affirm, through those that it recognizes and connects, its commitment to diversity, equity, and inclusivity. In addition, OΔK will elevate the level of conversation about the need for collaborative and inclusive leadership in the 21st century.

The development of the plan led to an affirmation of the mission of the organization, a revision of the vision statement, and an update of the Society’s values. The affirmed mission statement and revised vision and values are below:

### Mission

The Society has a three-pronged mission, which is also known as the OΔK Idea.

- Identify, honor, and develop leaders in collegiate and community life.
- Encourage collaboration among students, faculty, staff, and alumni to advance leadership.
- Promote and publicize our ideals.

### Vision

- Omicron Delta Kappa is a multi-generational society that excels in recognizing and connecting collaborative and inclusive leaders.

### Leadership Values (also known as the Society’s ideals)

- Collaboration
- Inclusivity
- Integrity
- Scholarship
- Service
Goal One: Provide an excellent, relevant campus member and circle experience

A. Provide greater support for advisors
B. Unify and standardize circle programming
C. Invest in a targeted redevelopment plan for underperforming circles in order to develop a sustainable culture that offers a premium and relevant experience
D. Redevelop extension practices to ensure new circles establish a sustainable culture and the desired reputation on campus
E. Develop strategies to assess and encourage high-level circle performance

Goal Two: Build a more diverse and inclusive organization

A. Create incentives for circles to recruit, induct, and engage more graduate, professional, faculty, staff, alumni, and community members including, honorary members
B. Develop and implement policies that ensure equitable access to membership for historically marginalized and underrepresented individuals
C. Establish new pathways for non-campus individuals to join Omicron Delta Kappa

Goal Three: Champion, recognize, and celebrate collaborative and inclusive leadership

A. Develop strategies for greater celebration and engagement of individual members
B. Develop a national marketing campaign to clearly communicate the Society’s mission and impact among all audiences, including those not on campus
C. Develop a national communications program (free and paid media) on the topic of collaborative and inclusive leadership
D. Sponsor events, prizes, and activities that celebrate and recognize collaborative leadership

This plan is specifically intended to guide Omicron Delta Kappa over the next three fiscal years (through the end of FY 2024). The plan has been crafted with an intention to stabilize and develop the organization in preparation for leadership transitions. The next round of strategic planning will commence in early FY 2024 to guide the next five years of activity.