Brother Gregory S. Parks, J.D., Ph.D.
Candidate for Thirty–Seventh General President

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*Are You Ready for the Alpha
You've Been Hoping For?*

Operational Platform
Brotherhood Inspired | Evidence-based | Future Focused

This enhanced platform is based on (1) Alpha Phi Alpha's Mission Statement and Vision Statement; (2) the 2006 Strategic Plan under Past General President Darryl R. Matthews, Sr.'s (32nd) Administration; (3) signature initiatives under the administrations of Past General Presidents Everett B. Ward (35th), Mark S. Tillman (34th), Herman "Skip" Mason, Jr. (33rd), Harry E. Johnson, Sr.(31st), Adrian L. Wallace (30th), Milton C. Davis (29th), Henry Ponder (28th), Charles C. Teamer, Sr. (27th), Ozell Sutton (26th), and James R. Williams (25th); (4) consultation with brothers (friends and colleagues) who are content-matter experts in student affairs, hazing, insurance, non-profit board governance, organizational behavior, retention/reclamation, mentoring, philanthropy, social justice, and public policy; (5) broad array of research on the history, culture, issues, and solutions related to college fraternities and sororities, generally as well as National Pan-Hellenic Council organizations, specifically; (6) feedback from rank-and-file brothers as well as Chapter officers about their hopes and wishes for Alpha, needs for support, and personal best-practices; and (7) additional consultation with past and current Board of Directors members, national Committee Chairs, General Office staff (especially Executive Directors), and District Directors about challenges, opportunities and best ways forward.

You, the brotherhood, get to decide if this enhanced platform will provide us with a running start for the change that we keep saying Alpha needs. You will decide that by how you cast your votes and what you desire to focus on and work toward. A Gregory Parks Administration would seek to incorporate ideas and any Strategic Plan from General President Willis L. Lonzer, III Administration. More importantly, if elected General President, I will continue to seek feedback and insight from brothers.

1. Liability and Risk

Hazing
- Develop and implement a Ritual-based, rites of passage membership process that brothers will respect, that connects them to Alpha's ideals and values, and that is ethical, legal, insurable, and embraced by host institutions
- Engage College Chapter alumni to enhance retention and reclamation
- Provide enhanced education and training on what drives hazing, legal and personal risks, while promoting techniques that address these challenges and encourage decision-making that reflect Alpha's highest ideals
- Enhance support for Chapter Advisors
- Develop and implement best practices for College Chapter alumni associations
- Develop and implement methods to better detect hazing
- Apply evidence-based insights from models of corporate compliance, including modes of influencing behavior and decision-making
- Monitor social media for postings of activities that violate IMDP

Insurance
- Consistently apply evidence-based and innovative approaches to addressing Alpha's primary risk areas to dramatically reduce insurance cost.
- Explore the creation of an insurance captive to provide for Alpha's insurance needs and as a revenue generation entity.

Ghost Members
- Identify ghost members using multiple methods
- Develop and implement a policy for bringing home and initiating ghost brothers
- Identify strategies to prevent the creation of ghost brothers in the future

Perps
- Identify perps using multiple methods, including—but not limited to—social media
- Gather information on how perps may be using false claims that they are Alpha brothers
- Develop and implement methods to deter perps' conduct

Sexual Assault (External)
- Provide enhanced education and training on what drives sexual assault, legal and personal risks, while promoting techniques that address these challenges and encourage decision-making that reflect Alpha's highest ideals
- Apply evidence-based insights from models of corporate compliance, including modes of influencing behavior and decision-making
- Enhance due process protections for alleged perpetrators

Sexual Assault/Predatory Behavior (Internal)
- Provide enhanced education and training on intra-organizational sexually predatory behavior, legal and personal risks, while promoting techniques that address these and encourage decision-making that reflect Alpha's highest ideals
- Provide enhanced due process protections for alleged perpetrators
- Apply best practices to protect broad classes of brothers from being unfairly scapegoated
- Apply best practices to reduce likelihood of making defamatory allegations against brothers

Social Events
- Provide enhanced education and training on what precipitates social event liability, legal and personal risks, while promoting techniques that limit Alpha's lability and protects brothers, especially college brothers
- Engage College Chapter alumni to better drive retention and reclamation.
- Apply evidence-based insights from models of corporate compliance, including modes of influencing behavior and decision-making

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2. Governance

Board Governance
- Provide consistent training to Board of Directors members—as well as relevant international, regional and district leadership—on the best practices of non-profit board governance
- Provide consistent training to Board of Directors members—as well as relevant international, regional, and district leadership—on legal duties and risks facing non-profit boards (e.g., duty of oversight and director liability, conflict of interest, whistleblowing, governing documents and parliamentary law, parameters of 501(c) organizations, board conduct on organization civil and criminal liability)

Compliance
- Appoint Chief Compliance Officer to manage brother and chapter compliance with Alpha's internal rules and policies as well as Alpha's compliance with relevant federal and state laws
- Maintain consistent review and compliance with federal policies that apply to Alpha (e.g., Title IX of the Civil Rights Act of 1964 and Internal Revenue Code, section 501(c)(7))
- Identify and share compliance policies with regional, district, and chapter-level affiliated 501(c)(3) foundations and non-profit entities
- Develop and implement brother and chapter compliance protocols

Legal Services
- Appoint a Chief Legal Officer to manage a newly developed Legal Department
- Appoint brothers with a range of legal specialties (e.g., civil litigation, constitutional (First, Fourth, and Fourteenth Amendments), contracts, employment, higher education, insurance, intellectual property, non-profit/tax-exempt organizations)
- Provide continuing legal education to members of the Legal Department as well as regional and district Legal Counsels, including support to attend relevant external trainings (e.g., Fraternal Law Conference)
- Appoint Chief Compliance and Chief Risk Management Officers

3. Membership

Brotherhood
- Develop and implement a Ritual-based, rites of passage membership process that connects brothers to Alpha's ideals and values that allows for enough time and types of activities that foster deep interpersonal connections
- Provide neophytes with organizational mentors and Develop and implement a process for integrating them into a broader network of brothers
- Develop and implement a set of best practices for activities that serve to create greater connection among brothers
- Appoint Chief Diversity Officer who will be responsible for helping chart Alpha's path in navigating the range of challenges around diversity, equity, and inclusion in ways that are consistent with the Fraternity's founding aims and Mission Statement

Marketing and Selection
- Develop and implement a strategy, including but not limited to digital marketing, to provide more exposure to Alpha among the quality of college men we desire
- In concert with College Brothers, develop and implement a set of best practices for giving Alpha heightened exposure on their campuses and selecting the best young men for membership

Organizational Commitment
- Develop and implement a Ritual-based, rites of passage membership process that connects brothers to Alpha's ideals and values
- Cultivate servant leaders, and curtail the effect of toxic leaders, to create a better fraternal experience for brothers
- Provide leaders with tools to more effectively deal with toxic brothers who may undermine the fraternal experience for other brothers
- Ensure that Alpha demonstrates a high degree of ethics in how it conducts its internal affairs—i.e., obeying the law and its own rules as well providing transparency to brothers
- Demonstrate a robust and measurable commitment to a higher purpose—e.g., community service, philanthropy, civic engagement, social action, and shaping public policy
- Ensure that Alpha is making good on the benefits of membership articulated to candidates once they are initiated
- Develop and implement processes for connecting neophytes to a broad network of brothers
- Provide training to brothers on how to effectively do the work of Alpha consistent with the Fraternity's mission
- Recruit content-matter experts and highly skilled brothers for tasks and provide them with the support and autonomy needed to solve difficult, complex, and longstanding organizational problems
- Provide neophytes with organizational mentors to help them assimilate within the organization

Retention
- Collect, maintain, and analyze data on retention and turnover trends
- Analyze data on how Alpha attracts and selects members and their impact on retention
- Develop and implement an effective onboarding—organizational socialization—process that includes, but is not limited to, mentoring neophytes, connecting them with leaders in a meaningful way, assigning manageable projects and tasks, and creating networks between them and more seasoned brothers
- Provide ongoing training and development so that brothers—new and old—know how to do their organizational work, feel competent in doing it, and are effective at executing it
- Ensure that Alpha demonstrates a high degree of ethics in how it conducts its internal affairs
- Provide leaders with the tools needed to engage in effective communication and provide proper guidance, rewards, recognition, and support to brothers
- Develop and implement models for brothers to effectively balance school/work and fraternal duties

Reclamation
- Collect data from inactive brothers, via surveys and listening tours, to ascertain why they are inactive
- Look to the research on key issues that seem to drive Divine Nine members away from their organizations
- Address and remedy those issues that precipitate brothers going inactive, particularly those that are inconsistent with Alpha's ideals and those that are inconsistent with good governance and organizational effectiveness
- Develop and implement a national communication strategy—including email, mail, and digital marketing—to target inactive brothers, highlighting the issues the Fraternity has addressed, why the Fraternity needs them to reactivate, and how to do so
- Develop and implement a presence at other Black professional and civic organization conferences and meetings (e.g., NAACP, National Medical Association, National Urban League) to coalesce brothers in attendance

Engagement
- Cultivate leaders who can effectively augment and enhance brothers' attitudes and beliefs (i.e., transformational), provide effective rewards (i.e., transactional), and feedback and support to motivate brothers
- Develop and implement ways to align more brothers with work and issues that speak to their passions and skill-sets
- Develop and implement ways to cultivate greater cohesion among brothers to promote an environment of cooperation and willingness to engage in group activities
- Develop and implement ways to more consistently express appreciation for the work that brothers do on behalf of the Fraternity to increase satisfaction and morale
- Create a space for brothers' honest and loving critique and dissent in an effort to make Alpha better

4. Advocacy and Service

Volunteerism
- Develop and implement a presence at other Black civic and professional organization conferences and meetings to engage brothers in attendance
- Develop and implement a strategy, including but not limited to digital marketing, to provide more exposure to Alpha among men already engaged in volunteerism
- Develop and implement effective communication strategy to clarify vision, direction, achievements, and provide recognition
- Develop and implement ways to align more brothers with work and issues that speak to their bandwidth, passions, and skill-sets
- Identify and share best-practices with Fraternity sub-units for maintaining volunteer morale
- Keep and analyze data on brotherhood advocacy and service

Mentoring
- Revisit and modernize Alpha's national partnerships and initiatives that engage children and youth (i.e., Big Brothers/Big Sisters, Boy Scouts of America, "Go-to-High-School, Go-to-College", Leadership Development Institute, and Project Alpha)
- Identify and share mentoring best-practices with chapters

Philanthropy
- Strengthen the relationship between the Fraternity and its associated 501(c)(3) entities—Alpha Phi Alpha Education Foundation, Alpha Phi Alpha Charitable Foundation, and Alpha Phi Alpha Building Foundation
- Develop and implement a memorandum of understanding between the Fraternity and its associated 501(c)(3) entities
- Develop and implement periodic fundraising initiatives for Alpha's associated 501(c)(3) entities
- Work with Alpha's associated 501(c)(3) entities to develop and implement a planned giving initiative
- Develop and implement a set of best practices for regional, district, and chapter associated 501(c)(3) entities
- Revisit and modernize Alpha's national partnership with March of Dimes

Civic Engagement
- Engage in clear and consistent messaging to brothers about what is at stake with regard to the need for civic engagement in our communities
- Use virtual and live (at conferences and conventions) training to equip brothers to be more meaningfully, civically engaged and to mobilize our communities more effectively
- Revisit and modernize "A Voteless People is a Hopeless People"
- Partner with other organizations around voter education, registration, and mobilization

Public Policy
- Develop and implement an Alpha's Day on the U.S. Capitol focused on criminal justice, economic justice, education, and voter participation as well as a set of best practices for district-level days at state capitols
- Partner with other social justice organizations that focus on public policy issues that impact our communities
- Meaningfully engage and deploy Alpha's Committee on Public Policy and World Policy Council
- Explore the effectiveness of creating an affiliated 501(c)(4)/527 group

Social Action
- Engage in clear and consistent messaging to brothers about the social justice issues facing our communities
- Use virtual and live (at conferences and conventions) training to equip brothers to be more meaningfully engaged around social action
- Meaningfully engage and deploy Alpha's Commission on Racial Justice
- Partner with other social justice organizations around criminal justice, economic justice, education, voter participation

5. College and Alumni Relations

College Chapters and Brothers
- Develop and implement Healthy Chapter Initiative focused on identifying College Chapters with chronic issues—e.g., low numbers, fiscal challenges, hazing—and provide focused support to aid them in becoming more vibrant and viable
- Develop and implement set of best practices to help all College Chapters to grow membership, be sustainable, grow necessary financial resources, and reduce risk
- Develop and implement strategies to aid College Brothers in reaching their full academic potential
- Grow opportunities to transition College Brothers into internships (C2C), graduate school, professional school, and career opportunities upon graduation
- Develop and implement strategies to transition College Brothers into Alumni Chapters more successfully upon graduation
- Develop and implement an approach to alumni associations, utilizing best practices, that will aid in assisting the College Chapters and brothers on their respective campuses
- More effectively utilize the expertise of brothers who work in student affairs and Greek life to shape policy around College Brothers and College Chapters
- Create more synergy and collaboration with campus-based professionals who work with Alpha's College Chapters

College Chapter Advisors
- Develop and implement a substantially updated and consistently revised Chapter Advisor training module
- Develop and implement fully-funded Chapter Advisor preconference before General Conventions
- Develop and implement Chapter Advisor retreat during summers when there is no General Convention
- Conduct annual survey of Chapter Advisor best practices

Alumni Chapters, Districts, and Regions
- Develop and implement Healthy Chapter Initiative focused on identifying Alumni Chapters with chronic issues—e.g., low numbers, poor retention, poor reclamation, fiscal challenges—and provide focused support to aid them in becoming more vibrant and viable
- Allocate resources to better support Alumni Chapters in the bottom quartile of membership size
- Allocate resources to better support Districts in the bottom quartile of membership size
- Work more closely with the Canada District and international chapters to assist their growth and greater representation in the daily life of the Fraternity
- Work more closely with the Western Region to assist in its growth and greater representation in the daily life of the Fraternity

Neophytes
- Develop and implement a neophyte program that includes, but is not limited to, mentoring neophytes, connecting them with leaders in a meaningful way, assigning manageable projects and tasks, and creating networks between them and more seasoned brothers
- Train chapter leaders on how to meaningfully integrate neophytes into their chapter and the broader Fraternity
- Host periodic events just for neophytes to help foster a sense of brotherhood and community

Broader Constituency Support
- Augment and enhance A. Charles Haston Brother's Keeper program by identifying and sharing best practice
- Identify and address unique needs of brothers who are veterans and serve un the military
- Identify and address unique needs of Senior Brothers

6. Structure and Operations

Engagement with Broader "Greek" Community
- Establish more consistent and greater engagement with Association of Fraternity/Sorority Advisors, Fraternity Executives Association, and North American Interfraternity Conference
- Identify points of collaboration with National APIDA Panhellenic Association, National Association of Latino Fraternal Organizations, National Multicultural Greek Council, and National Panhellenic Conference, North American Interfraternity Conference
- Identify points of greater collaboration with other National Pan-Hellenic Council organizations on issues like social justice/public policy, strengthening College Chapters, and hazing prevention

Fiscal Growth and Management
- Appoint Chief Revenue Officer who will be responsible for revenue generation processes
- Consistently conduct annual audits
- Revisit cost and structure of Life Membership
- Identify revenue generation strategies that do not compromise Alpha's 501(c)(7) status
- Create greater synergy between Alpha (501(c)(7)) and associated 501(c)(3) entities, where the latter can more robustly support the educational and charitable activities of the former
- Given that under Internal Revenue Code 501(c)(7), two-thirds of Alpha's revenue must come from members assessments, dues, and fees—and there are significant restrictions on other ways to generate revenue—implement a robust and strategic reclamation and retention program coupled with substantial IMDP growth of College Chapters

Campaigns and Elections
- Develop and implement a set of procedures to reduce the time and cost associated with campaigning
- Identify ways to use technology to host candidate forums on substantive issues
- Provide greater transparency to candidates and brothers about the outcome of elections

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Communications/Public Relations and Brand Management
- Develop a brand management plan
- Develop a marketing plan
- Develop an internal communications process
- Develop a public relations plan
- Develop a crisis management plan

Conventions and Special Meetings
- Employ research on how to generate greater value at conventions for attending bothers.
- Identify and employ approaches to working with outside sponsors to cover breakfasts, luncheons, banquets, and other events
- Utilize 501(c)(3) support to sponsor brothers to come to the General Convention and Special Meetings for educational purposes
- Incentivize brothers to attend and participate in workshops and trainings.
- Create synergies between virtual, District Conference, Regional and General Convention trainings
- Provide significant training at General Conventions to provide brothers with ROI, skill-development, and preparation to be more effective in their duties to the Fraternity
- Ensure business meetings are focused on substantive issues\
- Provide General Presidential Town Hall where Fraternity leadership and staff can answer questions from brotherhood
- During the summers of 2026 and 2028, host national retreats on major topics—e.g., hazing, reclamation/retention, improving the college brother experience—that will focus on the best available research, data, and best-practices on those issues.

General Office
- Assess facility upkeep and enhancement needs or relocation
- Conduct annual Board of Directors review of the General Office
- Provide greater staff development
- Enhance service delivery to the brotherhood

Information Technology
- Appoint Chief Information Officer who will develop strategies and computer functions that help businesses out-compete other organizations in a fast-changing global market.
- Determine if existing technology platforms meet Alpha's current and future needs.
- Make information technology part of the strategic plan
- Develop and select platform for computer-based training (CBT) to be applied to things like IMDP and Risk Management certification.
- Ensure that the General Organization website is current at all times with a minimum of weekly updates
- Determine if existing platforms are properly integrated to maximize efficiency—e.g., accounting, banking, and payroll being integrated where applicable
- Ensure that Alpha University is up-to-date—i.e., able to confer and record chapter officer certifications, etcetera
- Provide guidance for chapter level IT operations
- Seek to create partnerships for Alpha College Brothers to get internships with BigTech firms, etcetera
- Perform Information Security audits to ensure that all Alpha and third-party systems use security best practices and requirements

7. Recognizing the Past, Creating a Sustainable Future

History and Legacy
- Clean up Alpha-related Wikipedia pages
- Develop and implement Wikipedia pages for noted brothers without pages
- Develop and implement partnership between Foundation Publishers and academic/university press to publish a book series on prominent and unsung Alphas
- Publish public history book for mass-consumption
- Index the entire catalogue of The Sphinx from 1914 forward
- Develop and implement a master list of all brothers initiated into Alpha from 1906 forward by employing The Sphinx, Alpha's historical texts, its archives, chapter websites, and the like
- Publish a special issue of The Sphinx dedicated to those brothers who have entered Omega Chapter
- Continue to build, and digitize, Alpha's historical archives
- Publish special historical issues of The Sphinx

Strategic Problem-solving and Planning
- Appoint Chief Data Officer (manage, mine, and analyze data), Chief Innovation Officer (responsible for lading innovation and change management), Chief Knowledge Officer (responsible for the development of intellectual capital and distribution of knowledge), Chief Learning Officers (responsible for Alpha University), and Chief Research Officer (responsible for production of research)
- Develop and implement a unit within Alpha charged with harnessing research, data, and best-practices on Alpha's biggest challenges
- Conduct an operational and strategic assessment of lessons learned within the Fraternity over the past several decades to identify challenges and opportunities
- Conduct an operational and strategic assessment of Alumni Chapter, gauging their lessons learned over the past couple of decades and surveying chapter and foundation officers
- Undertake an analysis of how external factors—e.g., education, job market, political dynamics—may impact the Fraternity over the next couple of decades

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- Conduct annual survey of district, area, chapter, and foundation leadership to identify an aggregate of best practices used at each level to execute on Alpha's mission and address issues within their domains, respectively

Culture Change

- Lead with commitment to innovation, education, and training, utilizing best-practices/data/research, engaging content-matter experts, appreciating diversity, promoting constructive allegiance to Alpha, strategic risk-taking, future-focused change, breaking down silos, cross-organizational collaboration, investment in addressing systemic problems, and optimism about the future
- Establish a sense of urgency for change on crucial issues and communicate it via varied modes of communications to the brotherhood
- Build a coalition of past and current leaders, active and inactive brothers, especially those ready for meaningful change
- Solicit additional ideas from brothers to further augment and enhance the strategic plan
- Rearticulate the strategic plan, showing brothers a clear path forward
- Provide brothers with the information and access to the tools to bring about needed change
- Identify short-term goals and highlight accomplishments as we progress
- Build a coalition of brothers who are willing to participate in ongoing training and engagement to serve as change agents beyond 2029

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