

DELTA SIGMA PI

STRATEGIC DIRECTION

Updated November 2026



TABLE OF CONTENTS

Purpose & Vision 03

Introduction 04

Acknowledgements & Thank Yous 05

Understanding the Current Reality 06

Understanding the Framework 07

Enabling Conditions 08

Strategic Outcomes 09

What Members Told Us 10

Lifelong Pathways 11

- Becoming A Deltasig 12
- Career Advancement & Professional Growth 14
- Community and Connection 16
- Leadership and Service Pathways 18
- Giving and Legacy 20

Valued & Trusted Partnerships 22

- Community & Industry Partners 23
- Brand Recognition & Reputation 24

Moving Forward, Together 25

PURPOSE & VISION

PURPOSE

Delta Sigma Pi is a professional fraternity organized to foster the study of business in universities; to encourage scholarship, social activity and the association of students for their mutual advancement by research and practice; to promote closer affiliation between the commercial world and students of commerce, and to further a higher standard of commercial ethics and culture and the civic and commercial welfare of the community.

VISION STATEMENT

To be a lifelong community of inclusive leaders committed to creating a world in which everyone can prosper in business and beyond.

Dear Deltasigs,

Welcome, and thank you for being here! We can't wait to share Delta Sigma Pi's Strategic Direction.

This Strategic Direction is designed to be the guiding pathway for the future of Delta Sigma Pi. Rather than a static road map, it is a flexible, living document that will evolve as the Fraternity needs.

> ***Delta Sigma Pi's Strategic Direction creates lifelong pathways and valued partnerships to continue to build a stronger Delta Sigma Pi.***

Step-by-step, this direction was built together. It is a reflection of the hopes for our future shared by Fraternity Board Members and Foundation Trustees, as well as countless Deltasigs that committed their thoughts and support.

At its core, this direction affirms Delta Sigma Pi's vision to build a lifelong community of inclusive leaders committed to creating a world in which everyone can prosper in business and beyond. By following this strategic direction, we can better bring together all Delta Sigma Pi stakeholders and facilitate meaningful interactions across our entire membership.

What comes next is just as important. You will continue to see expanded direction and plans so progress and success are easy to track. We can't wait to build this with you. Grab a seat and jump in!

Fraternally,



Erica Kolsrud
Grand President

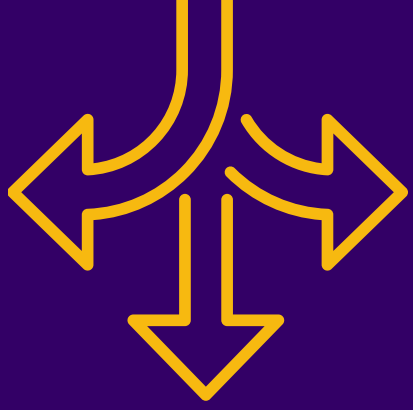


Jeremy Levine
Executive Director



T. Joelle Berlat
Leadership Foundation Chair

ACKNOWLEDGEMENTS



The creation of Delta Sigma Pi' strategic direction is the result of many hours of designing, outlining, researching, and planning with Deltasig leaders to develop the best future for our organization. Some of this work included:

Conversations with each Fraternity Board Member and Leadership Foundation Trustee on their vision for the future of Delta Sigma Pi, both one-one-one and during the **Boards Academy** **held in January 2026. Thank you to Katie Magoon and PGP Onuka Ibe for their efforts during those conversations.**

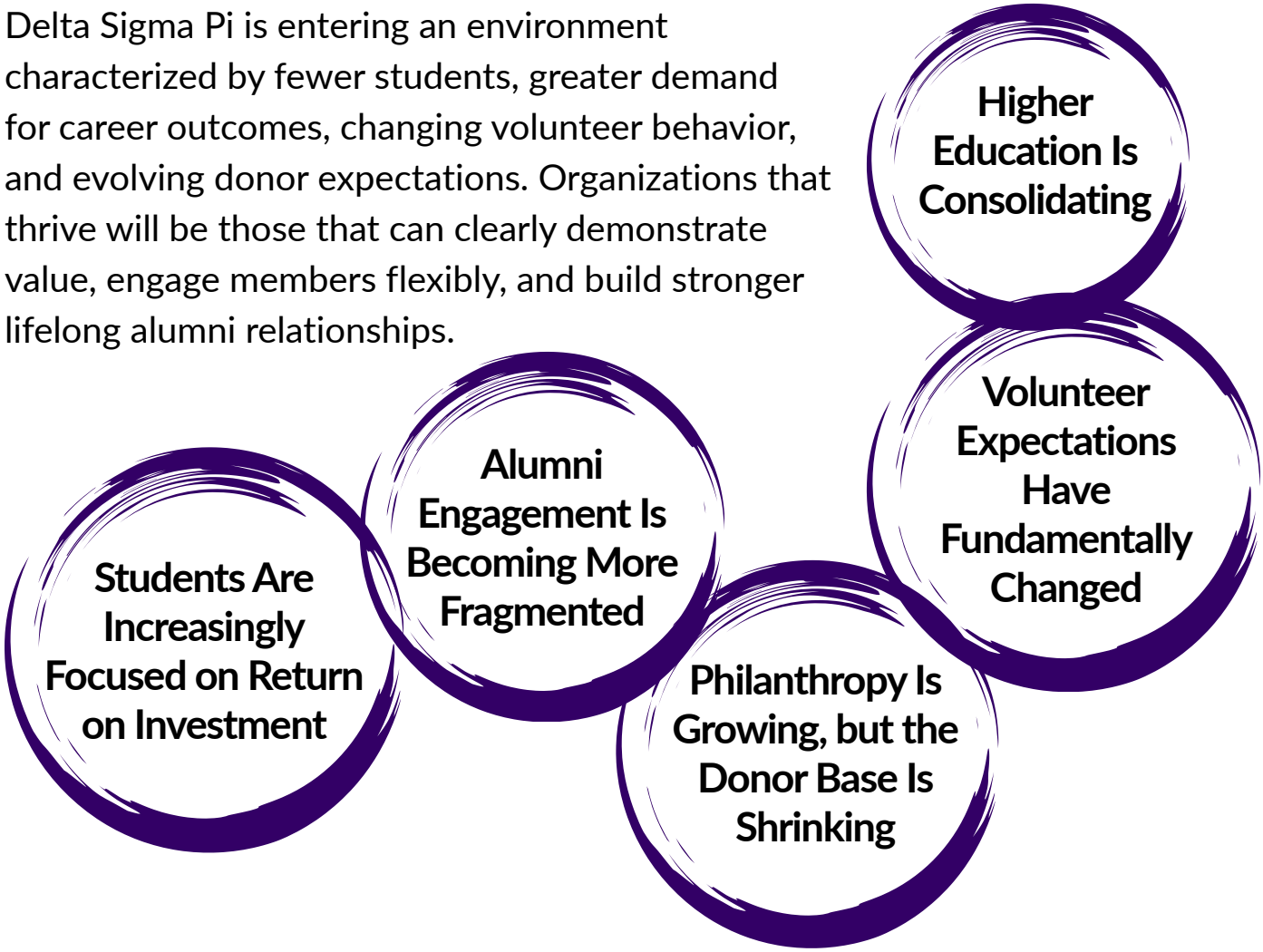
A Value Scan Survey conducted across the entire Delta Sigma Pi membership. Thank you to the team who conducted the survey: PGP Paul Carpinella, 2025 COY Gracie Campbell, PGP Onuka Ibe, Mid-Atlantic RVP Sarah King, Dhilan Patel, and Process Leader of Strategic Initiatives Heather Troyer. Some of the results are shared within this document.

THANK YOU to the following groups for their dedication and insights that helped lead Delta Sigma Pi to a new future:

- Delta Sigma Pi Fraternity Board of Directors
- Delta Sigma Pi Leadership Foundation Board of Trustees
- Central Office Staff
- Past Grand Presidents Advisory Panel
- Collegiate Advisory Panel
- Chapter Operational Support Advisory Panel

UNDERSTANDING THE CURRENT REALITY

Delta Sigma Pi is entering an environment characterized by fewer students, greater demand for career outcomes, changing volunteer behavior, and evolving donor expectations. Organizations that thrive will be those that can clearly demonstrate value, engage members flexibly, and build stronger lifelong alumni relationships.



These trends are favorable for Delta Sigma Pi as we adapt. As students become more focused on career outcomes, Delta Sigma Pi 's professional-development mission becomes more relevant. However, demographic decline, changing volunteer expectations, and a narrowing donor base mean Delta Sigma Pi must become more intentional about **demonstrating value**, **strengthening alumni engagement**, and **concentrating resources** where long-term growth is most likely.

UNDERSTANDING THE FRAMEWORK

Delta Sigma Pi's **Strategic Direction** is a framework with a starting baseline of **enabling conditions** and **outcomes** to best grow Delta Sigma Pi's future success.



The Strategic Direction starts with Delta Sigma Pi's enabling conditions. Enabling conditions are the organizational capacities that make long-term strategic success possible. Unlike strategic outcomes, they are not destinations to be achieved, but capabilities to maintain, allowing the organization to look beyond immediate operational demands and consistently pursue its longer-term aspirations.

With the enabling conditions as a baseline, Deltasig leaders can look ahead to our strategic outcomes, their corresponding goals, and the plans that will bring them to fruition. Outcomes are the long-term results Delta Sigma Pi hopes to achieve.

ENABLING CONDITIONS

We live by a set of operating beliefs that guide our actions and decisions. The following are essential capabilities needed to maintain organizational success—these conditions must be true no matter the direction.



Strengthen financial stewardship and accountability through sound financial management policies, controls, transparency, risk oversight, and reporting.



Strengthen governance effectiveness through cultivation, onboarding, development, evaluation, and ongoing governance education of board members.



Clarify decision rights, accountability, and delegation so that boards govern through outcomes, priorities, and oversight, while staff and volunteers implement within their delegated authority.



Strengthen strategic insight and organizational learning by developing the capacity to gather, analyze, and interpret information about members, organizational performance, and the external environment to support better decision-making over time.



Strengthen enterprise-wide planning, measurement, and reporting so boards, staff, and volunteers have the information needed to fulfill their responsibilities and make informed decisions.



Strengthen organizational and volunteer capacity by ensuring critical functions are appropriately staffed, supported, and sustainable over time.

DELTA SIGMA PI'S STRATEGIC OUTCOMES

Our Strategic Direction focuses on the long-term outcomes: creating lifelong value for Deltasigs and strengthening the relationships that expand Delta Sigma Pi's reach and impact.



LIFELONG PATHWAYS

Ensuring the member experience meets the needs of a lifelong Deltasig journey.



VALUED & TRUSTED PARTNERSHIPS

Educational, community and professional leaders recognize Delta Sigma Pi as a valued partner.

These outcomes reinforce each other. Stronger member experiences build a stronger Delta Sigma Pi, while external relationships create opportunities and support for our members.

The pages ahead explore the goals behind each outcome, what we have heard from members, and some of the work already underway. Beginning in 2027, progress measures and status updates will show how we are advancing in this direction.

WHAT MEMBERS TOLD US

In September 2026, Delta Sigma Pi surveyed members about what they value, use, and want. The purpose of the survey was to aid in our Strategic Direction framework, specifically by digging into the points of value to help better inform the operational programs being designed by staff to support strategic outcomes.

WHAT WE HEARD

Results from the Member Values Surveys appear throughout this document. They give a directional read on what members value, and they align with the Boards' decisions on the Strategic Direction.

Audience	Invited	Opened	Responded	Response Rate	Margin of Error
Collegians	11,579	44.6%	159	1.4%	±7.8%
Volunteer Leaders	485	36.4%	67	14%	±11.4%
General Alumni Members	103,960	11.7%	430	0.4%	±4.7%

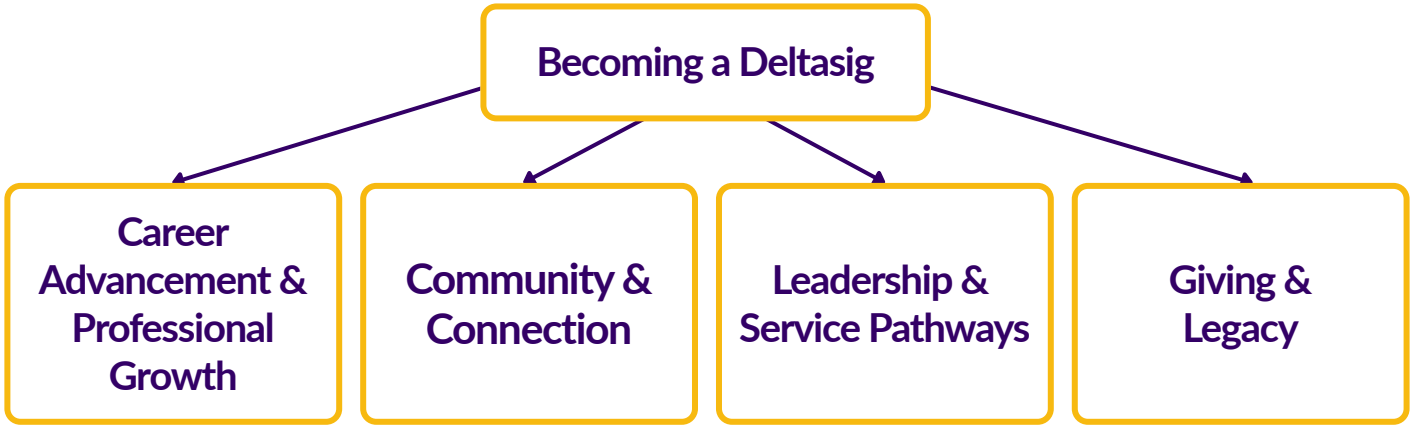
Margin of error is calculated at 95% confidence and assumes respondents are representative of their audience. Because the participation was voluntary results are directional. Respondents likely over-represent engaged members and chapter officers, so real alumni engagement may be lower than shown. Email opens are tracked automatically and do not confirm a message was read.



LIFELONG PATHWAYS

Delta Sigma Pi will foster lifelong pathways for growth, connection, leadership, and contribution.

Delta Sigma Pi delivers a compelling offering of experiences that members value, including:



BECOMING A DELTASIG

A lifelong Delta Sigma Pi journey must begin by providing:

- A clear introduction to Delta Sigma Pi's purpose, values, traditions, and lifelong member experience
- Early opportunities to discover what being a Deltasig can mean beyond campus involvement or résumé-building
- Support in finding personally meaningful ways to engage, contribute, lead, connect, or serve
- A strong sense of identity, belonging, and relationship with other Deltasigs
- Conditions that help members see Delta Sigma Pi as the start of a lifelong Fraternity relationship, not just another student organization



WHAT WE HEARD

84% of collegiate members find value in their membership.

Also, collegiate officers and non-officers value Delta Sigma Pi about equally, showing that membership, not just leadership is valuable to members.

WORK UNDERWAY

Current initiatives and work being conducted include:



Learning Opportunities Closer to Members

The updated LEAD Strategy brings meaningful learning geographically closer and at reduced costs, lowering the barrier for the first Deltasig experience outside of the chapter.



Expanding Chapter Support

The Chapter Operational Support Work Group is expanding the teams that ensure our chapters are strong and that the tools they use are meeting the needs of today.



Engaging Collegiate Members Nationally

Engaging collegiate members in volunteer work helps them discover Delta Sigma Pi beyond campus and improves programs by integrating added perspectives.

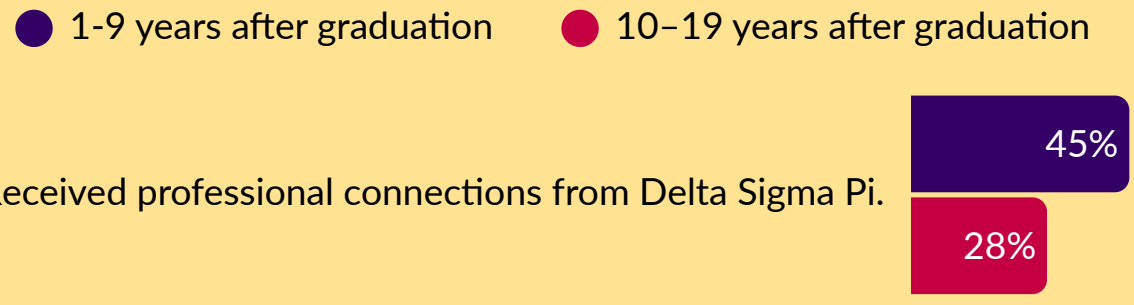
CAREER ADVANCEMENT & PROFESSIONAL GROWTH

As a professional business fraternity, we want to provide meaningful opportunities that help our members enter, advance, and excel in the workforce:

- Career acceleration
- Advanced professional development
- Meaningful peer networks
- Industry and professional connections
- Continued leadership growth

WHAT WE HEARD

Members who got networking, career help, or mentoring from other members are far more likely to recommend Delta Sigma Pi



WORK UNDERWAY

Current initiatives and work being conducted include:



Connecting Alumni Professionally

Exploring ways to expand engagement and connection opportunities among Deltasigs within shared employers.



Providing Training Opportunities

Aligning online program elements with Fraternity-wide learning outcomes and collaborating with staff and subject matter experts to identify the training needs.



COMMUNITY & CONNECTION

As a fraternal organization, we want to ensure we are providing:

- Lifelong friendships and relationships
- Identity and belonging as a Deltasig
- Social and professional connection
- Shared experiences and traditions
- Flexible opportunities to participate without obligation

WHAT WE HEARD

Close friendships are the most valued part of membership at every stage:

85%	89%	54%
collegiate	volunteers	alumni

Member-to-member connection goes with loyalty. Members who received networking, career help, or mentoring from other members are far more likely to recommend Delta Sigma Pi.

WORK UNDERWAY

Current initiatives and work being conducted include:



Engaging Members through Chapter Anniversary Celebrations

Providing support and assistance in planning celebration events to encourage engagement from alumni members.



Connecting Members

Creating and supporting membership engagement programs and initiatives throughout the member lifecycle and beyond traditional alumni chapters.



Engagement through Alumni Chapters

Exploring ways to increase the effectiveness of traditional, geographically based alumni chapters.

LEADERSHIP & SERVICE PATHWAYS

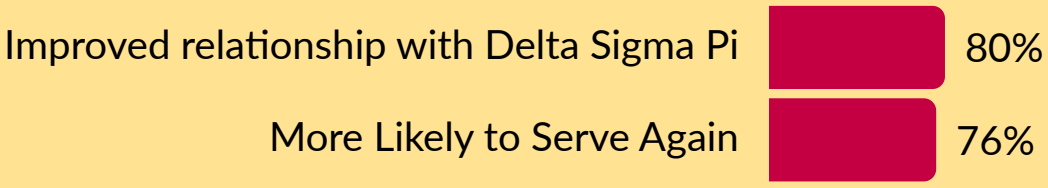
Deltasigs have always relied on our volunteer leaders. We want to ensure we are supporting:

- Volunteer leadership opportunities
- Governance participation
- Mentoring and coaching
- Local and regional leadership
- Organizational leadership pipeline

WHAT WE HEARD

Support decides whether volunteers stay.

Alumni Volunteers who feel very or extremely supported:



WORK UNDERWAY

Current initiatives and work being conducted include:



Seeking Feedback from Current Volunteers
Providing insights from current operational volunteers and feedback on the operational impact of initiatives, programs, and resources.



Identifying & Recruiting Volunteers
Defining what effective leadership looks like for each role, and ensuring members understand how to engage now and through future opportunities.



Developing More Effective Leaders
Equipping individuals to be more effective leaders in their current roles, and preparing them for future leadership opportunities within the organization, and develop them to serve as influential leaders within the broader business community.

GIVING & LEGACY

Deltasig is for life. This is why it is important for us to have:

- Philanthropic engagement
- Stewardship of the Fraternity through time, treasure, and talent
- Investment in future generations
- Recognition of contributions and impact
- Legacy-building opportunities

WHAT WE HEARD

95%
of donors surveyed believe the Leadership Foundation is a good steward of gifts.

Alumni who have at least
2 points of connection
with the Fraternity are more likely to recommend Delta Sigma Pi.

WORK UNDERWAY

Current initiatives and work being conducted include:



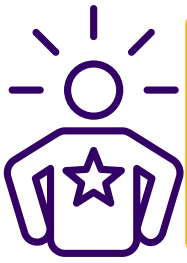
Ensuring We Have the Right Roles

Analyzing Delta Sigma Pi opportunities compared to national volunteering trends and feedback from Delta Sigma Pi volunteers.



Growing the BASE Fund

As the Fund grows, operating costs are offset and administrative fees charged to all endowments are reduced. This allows payouts of grants and scholarships to increase.



Sharing Talent

Developing volunteers who can share their talents while supporting Delta Sigma Pi's educational programs.



Engaging New and Longtime Donors

The annual Founders' Day Challenge encourages support to Chapter Leadership Funds and aims to engage new and longtime donors to provide grants directly to chapters.



VALUED & TRUSTED PARTNERSHIPS

Professional, education, and community leaders actively seek out Delta Sigma Pi as a partner in developing leaders, advancing careers, and strengthening workplaces, campuses, and communities.

COMMUNITY & INDUSTRY PARTNERS

Active engagement with community and industry partners helps the Fraternity strengthen our chapters, support our members, and expand Delta Sigma Pi's impact.

WORK UNDERWAY

Current initiatives and work being conducted include:

Seeking Industry Advice

The Industry Advisory Panel is providing feedback to Board, staff, and work groups and advises on trends in different areas of business and how they impact the programs and relevance of Delta Sigma Pi.

Strengthening our Chapters

Changes to the definition of chapter health through the Chapter Management Program celebrate the impact of programming more than the quantity of programs.

BRAND RECOGNITION & REPUTATION

A strong and trusted brand increases awareness of Delta Sigma Pi and strengthens our ability to maximize impact internally and externally.

WORK UNDERWAY

Current initiatives and work being conducted include:

Making Recognition Meaningful

Reviewing our chapter recognition program to ensure we celebrate chapters in the right way, at the right time, and for the programs that are meaningful.

Industry Leadership & Visibility

Delta Sigma Pi actively participates in professional and association networks to strengthen our visibility, credibility, and relationships across broader business and fraternal communities.

MOVING FORWARD, TOGETHER

Bringing this direction to life will take all of us—Fraternity and Leadership Foundation leaders, staff, volunteers, chapters, alumni, collegiate members, and partners—**working toward a shared vision.**



We are grateful to everyone who helped get us to this point. This direction is the result of a collective effort and builds on the foundation so many Deltasigs have created before us.

The strategic direction gives us the destination. Now, it is up to all of us to turn that vision into action.

As we move forward, we invite every Deltasig to ask: What can I do to help bring this vision to life? Whether through volunteering, strengthening a chapter, building a partnership, engaging with fellow members, supporting the Leadership Foundation, or simply embracing new opportunities to contribute, every action can move Delta Sigma Pi closer to the future we envision.

The direction is set. The opportunity is ours. Let's build what's next—together. Email **volunteer@dsp.org** to learn more.