



## 2015-18 Strategic Plan

**Value Proposition:** Scouting guides young people on a successful journey through life.

**Vision:** *Northern Star Scouting is a positive influence in the lives of 100% of the young people in the communities we serve.*

**Mission:** *To prepare young people to be leaders and individuals of strong character by helping them discover the principles of Scouting.*

**Diversity Scorecard:** Northern Star Scouting (in 2016) is within 1.5 percentage points (max) of our goal of serving representative populations of youth across four major ethnic groups.

**Healthy Current State:** Northern Star Scouting evaluates operational effectiveness through a balanced scorecard known as the Journey to Excellence (JTE). We expect to achieve the JTE Gold Council performance level each year. JTE represents the council's commitment to sustainability (achieving our mission) and we expect our Strategic Plan to lead us to vitality (transforming community).

**Desired Future State:** Northern Star Scouting is a vital organization focused on the relevance of Scouting principles, and serving a growing and diverse range of young people and families/volunteers in new ways.

**Implementation:** The strategic plan will be a part of every President's Cabinet and Board of Directors meeting; will be updated annually through the January Council Coordinated Committees meeting and February Board meeting; and regular review of accountability and progress will be the responsibility of the Key Leader Group (meeting six times a year as an informal executive committee.) Accountability for implementation will flow through assigned council committees and task forces.

### ***Summary of 2015-18 Imperatives:***

- 1. Meet a Wide Variety of Family Needs**
- 2. Provide a More Rewarding Volunteer Experience**
- 3. Be a Critical Player in Youth Development (Leadership and Life-Skills)**



# Strategic Plan ::: 2018 Objectives

Big Rocks:



Imperative	Strategic Initiative	Year Four Objectives		Lead Committee	Lead Staff
Meet the needs and expectations of today's families by expanding and diversifying NSS programs, partnering with the current generation of parents and engaging our increasingly diverse community.	a. Attract and engage Millennial parents	I. Develop/pilot new recruitment approach based on research.		Marketing/ Millennial T.F.	K. York G. Ball
	b. Become accessible to a broader cross-section of the community	I. Seek funding to support a greater number of low income youth to attend camp.		Key Leaders	J. Andrews
		II. Strengthen ethnic programming through partnerships with geographic districts.		District Ops.	C. Brazier
	c. Programming to meet needs and expectations of today's families	I. Multi-year developmental team building experience at Base Camp.		Base Camp	K. Wyatt
			II. Expand non-Scout day camp.		Camping
		III. Increase STEM programming within Scouting, extending partnerships, expanding current curriculum and offering new options.		STEM	R. McDonald
	IV. Evaluate new business model for member joining participation fees, and relationship to optional Family FOS.			Key Leaders	J. Andrews
Make the NSS volunteer experience more rewarding, accessible and well-supported.	a. Reduce administrative burden	I. Establish Scoutbook advisory group to educate, inform and support units in its use.		Technology	J. Overland
		II. Plan & update district websites utilizing new council website platform for one service team.		Webmaster/ Technology	S. Meyer J. Overland
	b. Make more rewarding/desirable	I. Develop/implement Scout Parent College to engage and cultivate them into future leaders.		Training	D. Arola
		II. Grow the number of FOS workers by 50%.		Development	J. Hedal
		III. Evaluate and restructure the Friends of Scouting Campaign to better reflect relationship based fundraising strategies and increase giving.		Development	J. Hedal
Enhance NSS's role as a key player and critical partner in youth development (leadership and life-skills) within our communities.	a. Take leadership role in community youth development	I. Utilize letter of agreement with the U of M to further develop partnership and outcomes.		Base Camp	K. Wyatt
		II. Expand development of Leadership Center curriculum to include Level Three.		Base Camp	K. Wyatt
	b. Leverage Base Camp as cornerstone of community youth development and recruiting	I. Initiate and track School Superintendent relationships-building.		Membership/ District Ops.	B. Thielen C. Brazier
			II. Coordinate and provide consistency of all non-Scout programs at all camp properties, including development of an Environmental Learning Facility to pilot in 2018.		Base Camp/ Camping
		III. Evaluate Girl Scout stated interest in Base Camp collaboration and more.		Key Leaders	J. Andrews