



Northern Star Scouting – 2021 Strategic Objectives

(Green – on track; yellow – falling behind; red – off track)

Strategic Pillar + Initiatives	Strategic Pillar + Initiatives	Foundational Elements
Strengthen Core Programs <ul style="list-style-type: none"> - Attain maximum membership - Evolve programs to fit desires and needs of youth and families - Provide effective support to units and volunteers 	Broaden Impact Beyond the Core <ul style="list-style-type: none"> - Expand Base Camp Programs - Expand impact of key programs - Evolve impact measurements approach 	<ul style="list-style-type: none"> - Safety Leadership - High Impact Marketing - Financial Strength - Asset Protection/Performance - Robust Governance - Staff Excellence

2021 Objectives	Champions	2021 Objectives	Champions	2021 Objectives	Champions
S1 – Develop legislative and grassroots solutions to school access and create online training videos for volunteers for recruitment	Legislation Task Force C. Brazier Membership G. Ball	B1 – Expand Leadership Center curriculum for both youth and adult audiences and identify key learnings from Base Camp programs for modification of core programming	Base Camp K. Wyatt (potential delay to 2022)	F1 – Develop and implement a major brand/image campaign to increase strength, awareness, and engagement	Marketing K. York
S2 – Test three new initiatives for recruiting and retaining new Cubs and serving whole families	Membership G. Ball	B2 – Develop and promote school and community programs at camp properties, and find synergies for facility development for all uses	Properties Camping T. Suttan Base Camp K. Wyatt	F2 – Evolve the Youth Safety practices and messaging and develop advocacy initiatives for greater awareness and community systems for volunteer screening	Key Three J. Andrews
S3 – Explore and expand virtual, value added programs, to increase program accessibility, both locally and broadly	Scouting@Home Activities R. McDonald B. Coder	B3 – Increase STEM programming extending current curriculum and offering new options	STEM B. Coder	F3 – Engage stakeholders in a revision of the chartered org. agreement/review of the council charter plan	Relationships Legal C. Brazier
S4 – Consider the overlaps between Scouts BSA and Venturing, and any structural change	Membership Task Force G. Ball	B4 – Expand Exploring Clubs based on our strong Pilot program at Charter Schools	Exploring B. Thielen	F4 – Expand relationships-based fundraising into a donor centered major gifts system for stakeholders outside of annual giving.	Task Force J. Hedal
S5 – Test new communication tools and platforms to support unit, district, and council volunteers	Communications Task Force K. York	B5 – Identify funding to establish industry-specific Explorer Posts	Exploring B. Thielen	F5 – Continue quiet phase of the MYM endowment campaign, and review all staff fundraising roles	Development J. Hedal
S6 – Evaluate gaps between online and in-person training options, and increase direct contact leader training record	Training D. Arola	B6 – Strengthen Outreach Committee in support of ethnic units and communities	Outreach B. Thielen	F6 – Explore shared services model with surrounding councils including regional camp agreements	Key Three J. Andrews
S7 – Expand Scoutbook advisory group to educate, inform and support units	Training, Advancement D. Arola	B7 – Review Polaris, JD, Huron, and Outreach units ROI and impact measures	Board of Directors J. Andrews	F7 – Identify three initiatives from ERM Heat Map	Enterprise Risk J. Andrews
2021 Membership Targets: 18% of Cub Scouts are girls; 20% of Scouts BSA are girls; 60% Webelos Transition Rate; 20% growth in guest participant and sibling programs over 2020; recruit 5,300 Cubs, Scouts, Venturers, Explorers; Target 12 school districts to increase school access				F8 – Identify, secure and activate new business tools as National Office functions undergo narrowing of focus	Board of Directors HR J. Andrews