



Northern Star Scouting – 2022 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

2022 Objectives	Champions	2022 Objectives	Champions	2022 Objectives	Champions
S1 – Develop legislative and grassroots solutions to school access	Legislation Task Force C. Brazier	B1 – Expand Leadership Center curriculum for both youth and adult audiences and identify key learnings for modification of core programming	Base Camp K. Wyatt	F1 – Build on the 2021 major brand/image Campaign to further increase strength, awareness, and engagement incorporating impact metrics	Marketing K. York
S2 – Test and create high school to elementary school mentoring model	Membership G. Ball C. Brazier	B2 – Extend school and community programs at camp properties, and find synergies for facility development	Properties Camping T. Suten Base Camp K. Wyatt	F2 – Retain a third-party review of youth protection training practices, and map weaknesses if any	Key Three J. Andrews
S3 – Implement unit health tracker for commissioners	P. Kaus C. Brazier	B3 – Increase merit badge programming, offering new options	Activities/ Advancement B. Coder D. Arola	F3 – Schedule Diversity, Equity and Inclusion programs and training in the Leadership Lab	Key Three/ Outreach J. Andrews
S4 – Start 50 new units	Membership G. Ball	B4 – Reestablish a culturally specific outreach team	Outreach B. Thielen	F4 – Refine donor solicitation methods/stewardship strategies across all fundraising platforms	Task Force J. Heddal
S5 – Define new communication tools and platforms to support unit, district, and council volunteers, and track new user groups	Communications Task Force K. York	B5 – Identify funding to establish industry-specific Explorer Posts	Exploring B. Thielen	F5 – Continue Make Your Mark endowment campaign and a planned giving program outside of campaign	Development J. Heddal
S6 – Increase direct leader training through University of Scouting extensions	Training D. Arola	B6 – Partner with six new organizations to provide support to ethnic units and communities (outreach)	Outreach B. Thielen	F6 – Expand conversations with surrounding councils through Territory Four Leadership	Key Three J. Andrews
S7 – Activate new business tools as National Office functions undergo narrowing and we gain API access	Board of Directors HR J. Andrews	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

2022 Membership Growth Targets and Strategies: 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; rechartering complete 9/1; 75-100-115 targets met; three visibility events in all districts