



Strategic and Long Range Plan 2019-2022

Our Mission: Develop and empower student leaders to discover their passion and change the world by creating unmatched opportunities in learning, professional growth and service.

The History of BPA

For over 50 years, Business Professionals of America, Inc. (BPA) has served as an innovator in Career and Technical Education, providing its members with opportunities for growth through education, competition, leadership development and community service.

Officially formed in 1966 as the Office Education Association (OEA), BPA has a strong history as a student organization that contributes to the preparation of global professionals through the advancement of leadership, citizenship, academic and technological skills for students at the Middle, Secondary and Post-secondary Divisions.

With nearly 45,000 members in 1,800 chapters across 25 states and Puerto Rico, we at BPA are positioning ourselves to be the premier Career and Technical Student Organization in the areas of business and technology. The board and staff developed this strategic plan to guide their efforts to maximize the organization's impact and sustainability over the next four years.



Strategic Priorities

Business Professionals of America (BPA)'s strategic priorities focus on our emerging leadership role among CTSOs, in CTE policy and intra-organizational communication and transparency. If we're successful, BPA will be well positioned to influence public policy discussions, increase membership and extend National level programming to provide a robust, co-curricular learning experience for BPA students and alumni. Our strategic priorities are:

- Increase organizational capacity
- Refine and expand our programs and services
- Increase organizational sustainability by developing diverse funding streams
- Evaluate and document all organizational outcomes
- Position BPA to be more widely recognized as a leader in CTE

Measures of Success

We will assess the impact of implementing these strategic priorities through increases in:

- Middle Level, Secondary, Post-secondary Membership numbers
- Alumni engagement
- Business and Industry engagement
- Percentage of revenue from diverse funding sources
- Number and profiles of individual donors
- Awareness of BPA tracked through digital media outlets and metrics
- Advocacy activities completed
- Generation of outcome reports

Increase organizational capacity

Upskill and clearly define the scope of BPA's Governance body, National Staff and Advisory Councils to meet the strategic priorities of the organization. Identify and grow membership in underrepresented communities.

Action Step	Lead	Start	End
<p>Create a governance committee to:</p> <ul style="list-style-type: none">• Complete an annual review of organizational needs related to board skill sets.• Develop and refine board orientation materials including documentation of board responsibilities.• Assess current board practices compared to recommended practices and suggest changes as appropriate.	Governance Committee	Q2 2019	Annual
<p>Create an annual work plan for each board committee, clearly defining scope of work and schedule.</p>	Board Chair	Q2 2019	Annual

Increase organizational capacity

Upskill and clearly define the scope of BPA's Governance body, National Staff and Advisory Councils to meet the strategic priorities of the organization and serve our membership. Identify and grow membership in underrepresented communities.

Action Step	Lead	Start	End
Assess areas where the Board can benefit from training, resources or other development activities and create a plan to meet those needs.	Board Chair; Director of Leadership Development	Q3 2019	Annual
Complete an analysis of space needs for long-term sustainability. Recommend options for the best location for BPA.	Executive Director	Q2 2019	Q4 2019
Conduct annual interviews with all board members to optimize their engagement and skills.	Board Chair	Q2 2019	Annual

Increase organizational capacity

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Action Step	Lead(s)	Start	End
Assess areas where BPA Advisory Councils (SAAC/CEAC/NBAC) can benefit from training, resources and other development activities. Create a plan to meet those needs.	Advisory Council Chairs; Director of Leadership Development	Q2 2019	Annual
Deliver regular educational opportunities at Summer meetings and throughout the year for SAAC, CEAC, NBAC and the Board of Trustees.	Director of Leadership Development	Q3 2019	Annual
Develop a comprehensive alumni engagement plan that identifies new initiatives and development opportunities for alumni.	Director of Member Services	Q2 2019	Q4 2019
Expand membership in rural and urban school districts, charter school networks and US territories by growing membership by 10%.	Director of Member Services	Q2 2019	Q4 2022
Charter three (3) new BPA State Associations.	Director of Member Services	Q2 2019	Q4 2022

Refine, and expand programs and services

Review and refine current programming to align with national CTE education standards. Develop new, distributed programs to meet the unique needs of our divisional membership.

Action Step	Lead(s)	Start	End
Pilot and evaluate formal collaborations with potential partners who can provide additional programs and benefits for BPA members. Increase year-round access to additional programs.	Director of Strategic Programs & Experiences	Q3 2019	Annual
Develop a process and criteria for evaluating outside opportunities to expand BPA programs.	Director of Strategic Programs & Experiences	Q3 2019	Q4 2019
Explore the feasibility of multiple, alternative approaches to program participation that includes both in person and remote engagements (e.g. virtual programs).	Director of Strategic Programs & Experiences	Q2 2019	Q2 2020

Refine, and expand programs and services

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Action Step	Lead(s)	Start	End
Research best practices and existing tools that can be used to formalize partnerships and collaborations with other organizations.	Director of Strategic Programs & Experiences	Q3 2019	Annual
Review and recommend WSAP Competitive Events to remove redundancy, overlap and to incorporate new areas of industry not currently addressed. <ul style="list-style-type: none">Review WSAP Competitive Events and ensure alignment to industry certifications.	Director of Education, Director of Technology Integration	Q3 2019	Q1 2020
Develop Learning Management System with 1,000 active monthly users.	Director of Education, Director of Technology Integration	Q3 2019	Q2 2022
Increase industry certification offering and access by 20%.	Director of Education	Q3 2019	Q2 2022

Increase sustainability by developing diverse funding streams

Ensure that BPA is set up for operational longevity by diversifying our funding streams.

Action Step	Lead(s)	Start	End
Create a brief fundraising development plan.	Executive Director	Q3 2019	Q3 2019
Develop a decision making tool that can be used to evaluate potential fundraising activities and a review tool for completed fundraising activities to support data driven decision making.	Executive Director	Q3 2019	Q1 2020
Establish a formal Resource Development committee, comprised of board members and volunteers with high-level fundraising experience.	Executive Director; Board Chair	Q2 2019	Q4 2019
Expand number of grants written and received. Identify and apply to at least two (2) grants per year.	Executive Director	Q2 2019	Q4 2022
Establish BPA Foundation and Foundation Board.	Executive Director	Q4 2020	Q4 2022
Increase scholarship awards by 50%. Disperse \$10,000 in scholarships at the National Leadership Conference annually.	Executive Director; Board Chair	Q3 2019	Q4 2022

Increase sustainability by developing diverse funding streams

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Action Step	Lead(s)	Start	End
<p>Increase the number of external fundraisers and "friendraisers" on behalf of BPA at the National and State level. Identify committed individuals and organizations in the BPA stakeholder community with minimal direct responsibility of BPA staff.</p> <ul style="list-style-type: none">• Create a marketing packet to support external fundraising and "friendraising" events.• Provide technical support for states and local chapters in their fundraising efforts.	Executive Director; Director of Marketing and Stakeholder Engagement	Q3 2019	Q3 2019
<p>Secure two-year grant to fund a part-time resource development staff member.</p>	Executive Director	Q2 2019	Q1 2020
<p>Launch and maintain annual giving campaign for corporate and individual donors.</p>	Executive Director	Q2 2019	Annual

Evaluate and document all organizational outcomes

Support BPA's longevity and empower data-driven decision making by leveraging internal data.

Action Step	Lead(s)	Start	End
Create a workable database to allow for more efficient tracking of member demographics and outcomes.	Director of Technology Integration	Q3 2019	Ongoing
Establish a Data and Evaluation committee and work with them or another resource / subcontractor to analyze demographic and outcome data from the database.	Director of Technology Integration, Board Chair	Q2 2019	Quarterly
Conduct membership research through a structured interview process for annual follow-up, including incentives to determine: <ul style="list-style-type: none">• The benefits of BPA membership.• Additional information as defined by Data and Evaluation committee.	Director of Member Services	Q3 2019	Annual

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Action Step	Lead(s)	Start	End
Create a testimonial archive from relevant internal and external stakeholders to illustrate the need for and impact of BPA programs.	Director of Technology Integration	Q3 2019	Ongoing
Identify metrics for the engagement and growth of members.	Director of Technology Integration, Director of Member Services	Q2 2019	Q4 2019
Evaluate current membership model and create a report with any suggested changes and/or updates.	Director of Member Services	Q3 2019	Annual
Develop a regular schedule of analysis and reporting outcome data.	Director of Technology Integration	Q3 2019	Annual
Review the BPA recommendation system and create an action plan to systematically capture feedback across the organization.	Director of Technology Integration	Q1 2020	Q3 2020

Position BPA to to be more widely recognized as a leader in CTE

Leverage BPA's advocacy efforts and to influence education policy and drive awareness of BPA and CTE education.

Action Step	Lead(s)	Start	End
Identify local, state and national organizations, in corporate, nonprofit and government sectors, with a shared interest in CTE with whom BPA might partner on advocacy efforts.	Executive Director; Advocacy Committee	Q3 2019	Ongoing
Recruit additional volunteers or board members with experience in advocacy and CTE.	Executive Director; Board Chair	Q2 2019	Q4 2022
Identify and develop resources to advocate for CTE and provide state and local members with the tools they need to participate in advocacy. <ul style="list-style-type: none"> • Include referral information among the key messages. • Utilize existing partners such as, but not limited to ACTE, Advanced CTE, NBEA, NCCCTSO, etc. 	Executive Director; Advocacy Committee	Q2 2019	Ongoing

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Action Step	Lead(s)	Start	End
Craft key messages about the services of BPA and its impact on students, the community and the global workforce.	Director of Member Services, Director of Marketing	Q3 2019	Ongoing
Create a centralized branding package and marketing plan identifying key messages for multiple audiences.	Director of Marketing	Q2 2019	Q3 2019
Evaluate and use all internal opportunities for conveying key messages including the website, newsletter, social media, Thank You letters to donors, etc.	Director of Marketing	Q1 2020	Ongoing
Continue to evaluate and improve BPA's web presence and explore new opportunities to promote BPA online.	Director of Technology Integration; Director of Marketing	Q2 2019	Ongoing
Develop a BPA mobile app to drive engagement with membership and partners. Maintain an 85% user satisfaction rating.	Director of Technology Integration	Q3 2019	Q1 2020



“As BPA members, we have the unique opportunity to rise above our circumstances, come together as ONE and create our futures!”

- **Dominica Chavez**, 2018-2019 Secondary President