



# 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'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
- 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

## Progress Dashboard

Within each strategic priority, the status of the action steps will be noted by a specific color as defined by the following legend:

**GREEN:** Completed | **BLUE:** Completed, but Annual/Ongoing | **YELLOW:** In Progress | **RED:** Not Yet Started

# 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(s)	Start	End	Progress
Create a governance committee to: <ul style="list-style-type: none"> <li>• Complete an annual review of organizational needs related to board skill sets.</li> <li>• Develop and refine board orientation materials.</li> <li>• Assess current board practices compared to recommended practices and suggest changes as appropriate.</li> </ul>	Governance Committee	FY 2020 Q2	Annual	
Create an annual work plan for each board committee, clearly defining scope of work and schedule.	Board Chair	FY 2020 Q2	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(s)	Start	End	Progress
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	FY 2020 Q3	Annual	
Complete an analysis of space needs for long-term sustainability. Recommend options for the best location for BPA.	Executive Director	FY 2020 Q2	FY 2020 Q4	
Conduct annual interviews with all board members to optimize their engagement and skills.	Board Chair	FY 2020 Q2	Annual	

# Increase organizational capacity

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Action Step	Lead(s)	Start	End	Progress
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	FY 2020 Q2	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	FY 2020 Q3	Annual	
Develop a comprehensive alumni engagement plan that identifies new initiatives and development opportunities for alumni.	Director of Marketing & Stakeholder Engagement	FY 2020 Q2	FY 2020 Q4	
Expand membership in rural and urban school districts, charter school networks and US territories by growing membership by 10%.	Director of Member Services	FY 2020 Q2	FY 2022 Q4	
Charter three (3) new BPA State Associations.	Director of Member Services	FY 2020 Q2	FY 2022 Q4	

# Refine, and expand programs and services

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

Action Step	Lead(s)	Start	End	Progress
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	FY 2020 Q3	Annual	
Develop a process and criteria for evaluating outside opportunities to expand BPA programs.	Director of Strategic Programs & Experiences	FY 2020 Q3	FY 2020 Q4	
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; Director of Technology Integration	FY 2020 Q2	FY 2021 Q2	

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Action Step	Lead(s)	Start	End	Progress
Research best practices and existing tools that can be used to formalize partnerships and collaborations with other organizations.	Director of Strategic Programs & Experiences	FY 2020 Q3	Annual	
Review and recommend WSAP Competitive Events to remove redundancy, overlap and to incorporate new areas of industry not currently addressed.  Review WSAP Competitive Events and ensure alignment to industry certifications.	Director of Education; Director of Technology Integration	FY 2020 Q3	FY 2022 Q1	
Develop Learning Management System with 1,000 active monthly users.	Director of Technology Integration	FY 2020 Q3	FY 2022 Q2	
Increase industry certification offering and access by 20%.	Director of Education; Director of Technology Integration	FY 2020 Q3	FY 2022 Q2	

# Increase sustainability by developing diverse funding

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

Action Step	Lead(s)	Start	End	Progress
Create a brief fundraising development plan.	Executive Director	FY 2020 Q3	FY 2021 Q2	
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	FY 2020 Q3	FY 2021 Q2	
Establish a formal Resource Development committee, comprised of board members and volunteers with high-level fundraising experience.	Executive Director; Board Chair	FY 2020 Q2	FY 2021 Q2	
Expand number of grants written and received. Identify and apply to at least two (2) grants per year.	Executive Director	FY 2020 Q2	FY 2022 Q4	
Establish BPA Foundation and Foundation Board.	Executive Director	FY 2020 Q4	FY 2022 Q4	
Increase scholarship awards by 50%. Disperse \$10,000 in scholarships at the National Leadership Conference annually.	Executive Director; Board Chair	FY 2020 Q3	FY 2022 Q4	

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Action Step	Lead(s)	Start	End	Progress
<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"> <li>• Create a marketing packet to support external fundraising and “friendraising” events.</li> <li>• Provide technical support for states and local chapters in their fundraising efforts.</li> </ul>	Executive Director; Director of Marketing & Stakeholder Engagement	FY 2020 Q3	FY 2021 Q4	
Secure two-year grant to fund a part-time resource development staff member.	Executive Director	FY 2020 Q2	FY 2020 Q1	
Launch and maintain annual giving campaign for corporate and individual donors.	Executive Director	FY 2020 Q2	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	Progress
Create a workable database to allow for more efficient tracking of member demographics and outcomes.	Director of Technology Integration	FY 2020 Q3	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	FY 2020 Q2	Quarterly	
Conduct membership research through a structured interview process for annual follow-up, including incentives to determine: <ul style="list-style-type: none"> <li>The benefits of BPA membership.</li> <li>Additional information as defined by Data and Evaluation Committee.</li> </ul>	Director of Member Services	FY 2020 Q3	Annual	

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

Action Step	Lead(s)	Start	End	Progress
Create a testimonial archive from relevant internal and external stakeholders to illustrate the need for and impact of BPA programs.	Director of Technology Integration; Director of Marketing & Stakeholder Engagement	FY 2020 Q3	Ongoing	
Identify metrics for the engagement and growth of members.	Director of Technology Integration; Director of Member Services	FY 2020 Q2	FY 2020 Q4	
Evaluate current membership model and create a report with any suggested changes and/or updates.	Director of Member Services	FY 2020 Q3	Annual	
Develop a regular schedule of analysis and reporting outcome data.	Director of Technology Integration	FY 2020 Q3	Annual	
Review the BPA recommendation system and create an action plan to systematically capture feedback across the organization.	Director of Technology Integration	FY 2020 Q1	FY 2021 Q2	

# Position BPA 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.

Action Step	Lead(s)	Start	End	Progress
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	FY 2020 Q3	Ongoing	
Recruit additional volunteers or board members with experience in advocacy and CTE.	Executive Director; Board Chair	FY 2020 Q2	FY 2022 Q4	
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"> <li>• Include referral information among the key messages.</li> <li>• Utilize existing partners such as, but not limited to ACTE, Advanced CTE, NBEA, NCCCTSO, etc.</li> </ul>	Executive Director; Advocacy Committee	FY 2020 Q2	Ongoing	

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Action Step	Lead(s)	Start	End	Progress
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 & Stakeholder Engagement	FY 2020 Q3	Ongoing	<div style="width: 100%; height: 100%; background-color: #0056b3;"></div>
Create a centralized branding package and marketing plan identifying key messages for multiple audiences.	Director of Marketing & Stakeholder Engagement	FY 2020 Q2	FY 2020 Q3	<div style="width: 100%; height: 100%; background-color: #4caf50;"></div>
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 & Stakeholder Engagement	FY 2020 Q1	Ongoing	<div style="width: 100%; height: 100%; background-color: #0056b3;"></div>
Continue to evaluate and improve BPA's web presence and explore new opportunities to promote BPA online.	Director of Technology Integration; Director of Marketing & Stakeholder Engagement	FY 2020 Q2	Ongoing	<div style="width: 100%; height: 100%; background-color: #0056b3;"></div>
Develop a BPA mobile app to drive engagement with membership and partners. Maintain an 85% user satisfaction rating.	Director of Technology Integration	FY 2020 Q3	FY 2022 Q1	<div style="width: 100%; height: 100%; background-color: #ffff00;"></div>



“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