



## THE MINNESOTA FOUNDATION FOR STUDENT ORGANIZATIONS

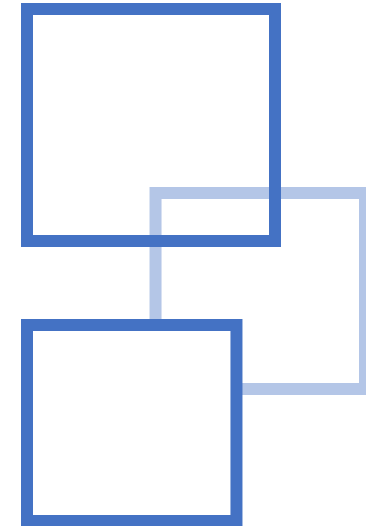
### Strategic Vision

A Plan to Support Minnesota's Career and Technical Student Organizations



Adopted February 2019

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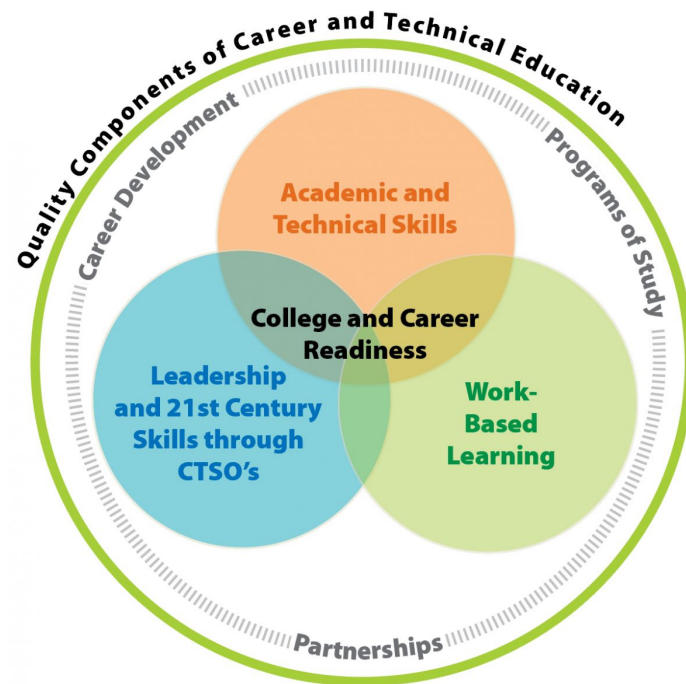
## **Introduction and History**

The Minnesota Foundation for Student Organizations (MFSO) was created in 1996 by the Minnesota State Legislature to ensure the stability of and provide collaborative leadership and funding to the Career and Technical Student Organizations (CTSO) in Minnesota.

The MFSO works in cooperation with the Minnesota Department of Education (MDE) and the Minnesota State Colleges managing, allocating and reporting on state and federal funds that support CTSOs. The MFSO also provides guidance to the CTSOs in the following areas: Leadership Training, Conference Support, Board Development and Special Projects.

### **Who We Serve**

Career and Technical Student Organizations support the rigorous academic content of career and technical education (CTE). CTSOs are considered an integral part of student's CTE program. They provide students with a comprehensive framework of leadership and employability skills; ensuring students are meeting industry skill standards and are prepared for employment.



Adopted February 2019

## Minnesota's Career and Technical Student Organizations

### Secondary

BPA – Business Professionals of America

DECA – Marketing Education

FCCLA – Family, Career and Community Leaders of America

FFA – Agriculture, Food, and Natural Resources

HOSA – Health Occupations

SkillsUSA – Technical & Industrial Occupations

### Post-Secondary

BPA – Business Professionals of America

DECA – Marketing Education

PAS – Post-Secondary Agriculture, Food, and Natural Resources

SkillsUSA – Technical and Industry Occupations



### Did You Know...

Minnesota's career and technical student organizations directly serve more than **25,000 student members** through more than **600 high school and college chapters!** Wow!

### **Our Vision**

All students have an opportunity to engage in meaningful participation in a career and technical student organization.

### **Our Mission**

The Minnesota Foundation for Student Organizations promotes and supports career and technical student organizations as they work to provide student opportunities for leadership, personal development, community service and career preparation.

### **Our Values**

The MFSO supports the career and technical student organizations efforts to provide students the necessary employability skills within career pathways to lead them successfully from education to employment through:

#### *Business & Industry Partnerships*

When CTSOs develop successful business & industry partnerships, we can better align career pathways to meet both student and industry needs.

#### *Experiential and Applied Learning*

Career and Technical Education is unique in its ability to prepare students through real-world experiences that align with specific a specific career. Hands-on and applied learning continue to be an effective educational tool of CTSOs.

#### *Classroom Excellence*

Our students deserve to have access to high-quality programs and be taught by quality instructors who have real-world knowledge in the field they are teaching.

#### *Equity*

Reaching underserved, nontraditional and special populations to provide meaningful leadership experiences within career and technical education programs is a foundation of CTSOs.

## **Situational Analysis**

### Summary Conclusions of Four Key Areas

#### *Political*

The Minnesota Foundation for Student Organizations and the career and technical student organizations it serves are funded directly through line item allocations in Minnesota's legislative budget on a Biennial basis. To ensure basic operating funds continue the MFSO must monitor this legislation closely and act as an advocate for the CTSOs. The MFSO [as a state agency] is required to report on activities on a biennial basis to the Legislature through the Biennium Report. This report is key in maintaining the above referenced support.

#### *Economic*

The Minnesota Foundation for Student Organizations contends with a variety of economic factors. As referenced in the Political factors, the MFSO relies heavily on legislative support for its basic operating needs. The MFSO also has the capacity to act as a non-profit, seeking additional financial support for the career and technical student organizations.

*\*A significant portion of the funding received (and allocated) by the MFSO is restricted by designated use and or programming restrictions.*

### *Social*

The MFSO (itself) is impacted in minimal ways by social change. The primary way the MFSO is impacted by social change is through the non-profit giving climate; the ability to secure outside resources for the CTSOs.

The career and technical student organizations served by the MFSO may be impacted more directly by the social climate. CTSOs rely on career and technical programming within a school to maintain membership [student chapter]. Factors that may influence a CTE program may include labor market statistics [employment desirability], licensed instructor availability, and business and industry support.

### *Media and Public Relations*

The MFSO has established a basic “online presence” through a website: [www.mnfso.org](http://www.mnfso.org) and a Facebook page. The website includes links to the career and technical student organization websites, CTSO Updates and relevant reports and presentations. The MFSO continually develops new public relations materials, attends conferences and seeks opportunities to publicize the work of both the MFSO the CTSOs. The MFSO was recognized in two national publications for our work with students in poverty: Techniques, September 2017 [Making an Impact: How CTSOs Support Students in Poverty](#) and The74 Million.org, November 2018 [When Co-Curriculars Spark Careers: Over 80 Years, How ‘Career and Technical Student Organizations’ Have Evolved From Bricklaying to Business Management to Robotics](#)

## **Our Process**

Strategic planning is critical to the long-term success of any organization. Recognizing the importance of planning, the Minnesota Foundation for Student Organizations wanted to create an inclusive environment. It was important to include all stakeholders, including the Mn Dept of Education, Minnesota State and the Career and Technical Student Organizations served by the MFSO.

The Minnesota Foundation for Student Organizations Board of Directors provided the foundation to the planning process:

Mission

Vision

Values

Situational Analysis

The following areas were reviewed and addressed:

Increased Legislative Awareness of CTSO Challenges & Opportunities

Diversity of CTSO Membership

CTSO Needs, Support and Guidance

Increased Support to Underserved, Nontraditional and Special Populations

CTSO Organizational Development

MFSO Organizational Development

Diversified Funding Strategies

The MFSO determined the most effective way structure the planning process was to utilize SMART goals; with defined actions accompanying each objective.

S – Specific

M – Measurable

A – Achievable

R – Realistic

T – Timebound



<b>Minnesota Foundation for Student Organizations</b>				
<i>SMART Planning</i>				
<b>FY2020-22</b>				
<b>Long Term Objective</b>	<b>Short-Term SMART Goals</b>	<b>Strategic Action Plans</b>	<b>Timeline</b>	<b>Measurement</b>
<b>Increase Legislator Awareness of CTSO Programs, Issues, and Challenges</b>	MFSO ED will work with Legislative Committee to develop a “Legislative Tool Kit” which includes sample communications, tools to document legislative/official interactions in the 2019-2020 school with CTSO students, advisors and Board members at local and statewide levels.	<ul style="list-style-type: none"> <li>* Invitations to local CTSO competitive events, community service activities and events</li> <li>*Take stock of current connections already happening in each CTSO and at the MFSO level</li> <li>* Invitations to Spring Conferences &amp; Competitive Events</li> </ul>	<ul style="list-style-type: none"> <li>* CTSO Event Calendars shared annually during summer with MFSO by CTSO EDs</li> <li>* Legislator invitation ideas sent by MFSO ED, Executive Committee and Legislative committee to CTSO Board Members and/or Executive Directors by January 2020 for (Spring) State Leadership &amp; Skilled Conferences.</li> <li>* Follow Up on Invitations to Spring Conferences sent by CTSO Board Chairpersons or MFSO Chairpersons to legislators 1-2 months before CTSO event.</li> </ul>	<ul style="list-style-type: none"> <li>* Documentation of invitations sent out to legislators.</li> <li>* Documentation of legislators attending CTSO Spring Leadership &amp; Skilled Conferences; shared at the Fall 2020 MFSO Meeting.</li> <li>* Documentation of legislators attending CTSO local events (i.e. Community Services Projects; Regional Leadership or Competitive Events, etc...)</li> </ul>

<b>Long Term Objective</b>	<b>Short-Term SMART Goals</b>	<b>Strategic Action Plans</b>	<b>Timeline</b>	<b>Measurement</b>
<p><b>Increase Legislator Awareness of CTSO Programs, Issues, and Challenges</b></p>	<p>Provide legislators firsthand accounts of CTSO impact in the classroom and on CTE students.</p>	<ul style="list-style-type: none"> <li>*Organize CTSO Day at the Capitol Event.</li> <li>* Schedule one-one visits with student leaders and their Representatives/Senators.</li> <li>*Arrange student testimony at Senate and House at "relevant" education hearings and update "on-call" testimony list.</li> </ul>	<ul style="list-style-type: none"> <li>* Schedule CTSO Day at the Capitol at fall planning meeting [in conjunction with MFSSO Fall 2020 Meeting].</li> <li>* MFSSO ED will develop and schedule student leader/chaperone civic awareness training plan.</li> <li>* MFSSO ED will provide registration information for CTSOs at MFSSO Fall 2020 Meeting. MFSSO will schedule meetings for all attending students.</li> <li>* MFSSO Executive Committee and MFSSO ED will monitor legislative hearings; write testimony and make arrangements as needed.</li> <li>* MFSSO ED will update Legislative Handouts/PR Material, Winter 2020 MFSSO Board Meeting.</li> <li>*MFSSO Executive Committee and MFSSO ED will monitor legislative hearings; write testimony and make arrangements as needed.</li> </ul>	<ul style="list-style-type: none"> <li>* Documentation of legislators met with at Day at the Capitol.</li> <li>* Documentation of students attending Day at the Capitol.</li> <li>* Report on any hearings attended and testimony presented at next scheduled MFSSO Board of Directors meeting.</li> </ul>

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<p><b>Increase Legislative Appropriations</b></p>	<p>Explore potential legislative partnerships and/or collective legislative representation.</p>	<p>*Determine possible benefits and consequences of paid representation (i.e. lobbyist opportunities).                      * Develop and/or enhance partnerships with likeminded organizations.</p>	<p>* MFSO ED and Executive Committee will determine any legal and/or financial restrictions associated with paid representation by the MFSO Fall 2019 Meeting.                      * MFSO ED, at the direction of the Executive Committee will meet with like-minded organizations (LeadMN, MnACTE, MACTA) to explore shared representation goals and services; ongoing throughout 2020.                      * MFSO ED and Executive Committee will review potential "lobbyist" services to represent the interests of the CTSOs.</p>	<p>* Report on potential legal and/or financial opportunities and challenges presented to the Board MFSO Fall 2019 Meeting.                      * Partnership opportunities to be reported on at the next scheduled MFSO Board of Directors meeting.                      * Potential representation services presented to the CTSOs and MFSO Board of Directors at the MFSO Spring 2020 meeting.</p>

<b>Long Term Objective</b>	<b>Short-Term SMART Goals</b>	<b>Strategic Action Plans</b>	<b>Timeline</b>	<b>Measurement</b>
<p><b>Diversify CTSO Student Membership</b></p>	<p><b>2019-2020 Goal:</b> Encourage and assist CTSOs to incorporate goals and objectives diversifying student membership and increasing equity of access to CTSO participation into their strategic plan.</p> <p><b>2020-2021 Goal:</b> At the beginning of the 2020-2021 school year each CTSO will begin implementation of those objectives.</p>	<p>* The MFSO will encourage and assist each CTSO Board in developing measurable actions to increase membership diversity which addresses equity and inclusion</p> <p>* MFSO Board and MFSO ED will work with MDE and Minnesota State to develop CTE/CTSO student recruitment materials focused on increasing new CTSO membership within underserved populations.</p> <p>* Assist CTSOs in developing strategies to increase meaningful participation of current members within underserved populations.</p>	<p>* MFSO ED works with the CTSO EDs and CTSO Boards to develop measurable goals increasing diversity and meaningful participation.</p> <p>* MFSO ED updates quarterly CTSO report form to include "Service to Underserved Populations and Inclusion".</p> <p>* The CTSO EDs include diversity and inclusion goals/steps/actions in the reporting to MFSO Board of Directors at meetings.</p> <p>* MFSO ED works with MDE and Minnesota State to develop recruitment materials based on CTSO diversity and inclusion strategies, Winter/Spring 2020.</p> <p>* MFSO ED will work with Minnesota State and MDE to revise marketing materials based on final CTSO plans and produce materials for Fall 2020 distribution. <i>With consideration given to CTSO national marketing and branding guidelines, materials and copyright issues.</i></p>	<p>* Provide documentation of CTSO goals/strategies at Winter 2020 MFSO Board Meeting and Spring 2020 MFSO Board Meeting.</p> <p>* Updated reporting form provided to CTSOs Fall 2020 MFSO Board Meeting.</p> <p>* MFSO "Umbrella" summary report encompassing the specific goals and strategies for diversity and inclusion by each CTSO presented Spring 2020 MFSO Board Meeting</p> <p>* Draft of CTSO recruitment/marketing materials are presented to CTSOs and MFSO Board for review, Spring 2020 MFSO Board Meeting</p> <p>* CTSO recruitment materials are produced and distributed to each CTSO ED during summer/fall 2020. <i>With consideration given to CTSO national marketing and branding guidelines, materials and copyright issues.</i></p>

<b>Long Term Objective</b>	<b>Short-Term SMART Goals</b>	<b>Strategic Action Plans</b>	<b>Timeline</b>	<b>Measurement</b>
<p><b>Increase support to Underserved, Special and Non-Traditional Populations</b></p>	<p><b>2019-2020 Goal:</b> Provide CTSOs the tools to combat poverty at the classroom level.</p> <p><b>2020-2021 Goals:</b> The MFSO will seek opportunities to increase cultural competency training within the CTSOs.</p> <p>Work with the CTSOs to accurately measure increases in services to and membership of underserved populations.</p>	<p>* Provide CTSO advisors and CTSO Board the tools necessary to identify and overcome barriers discouraging meaningful participation in CTSOs [within economically disadvantaged populations].</p> <p>* Determine an approximate "baseline" membership of underserved, special and non-traditional students within each CTSO.</p> <p>* Work with CTSOs to monitor participation of underserved, special and non-traditional students at state and local events.</p> <p>* Compile 2-year findings on increased [or decreased] participation of underserved, special and non-traditional students within each CTSO.</p>	<p>* MFSO ED will provide "poverty workshops" to CTSOs (advisers and Boards) as requested.</p> <p>* MFSO ED will work with CTSOs (2019-2020) to develop an accurate measurement of current underserved, special and non-traditional students within CTSOs.</p> <p>* MFSO ED will gather attendance and participation data from CTSO EDs related to underserved, special and non-traditional students Spring 2020, Fall 2020, Spring 2021.</p> <p>* MFSO ED and MFSO Executive Committee will compile all data based on membership and participation on underserved, special and non-traditional students, Summer 2021.</p>	<p>* Poverty Workshops, ongoing, included in quarterly report.</p> <p>* Report baseline findings of underserved, special and non-traditional student populations within CTSOs Fall 2020 Meeting.</p> <p>* Report on 2-year findings of CTSO participation within underserved, special and non-traditional student populations to MFSO Board of Directors, Fall 2021 Board Meeting.</p>

<b>Long Term Objective</b>	<b>Short-Term SMART Goals</b>	<b>Strategic Action Plans</b>	<b>Timeline</b>	<b>Measurement</b>
<b>Organizational Development for CTSOs</b>	The MFSO Board will work to identify and address CTSOs "non-financial" organizational needs.	<ul style="list-style-type: none"> <li>* Support alignment of CTSO Board objectives to Perkins V initiatives</li> <li>* Share best practices of CTSO strategies including: officer training, community service projects, leadership development, industry partnership and conference support (prize and scholarship development, judge recruitment, alumni participation)</li> <li>* Update the CTSO Guidebook (including "new" ED support tools)</li> <li>* Facilitate networking between CTSOs to provide systems and opportunities for sharing resources, needs, and opportunities</li> </ul>	<ul style="list-style-type: none"> <li>* CTSO Boards/CTSO ED provides strategic plans to MFSO Board (including plan for Perkins V alignment) before Spring 2020 meeting</li> <li>* MFSO Board will host annual CTSO round table to discuss joint strategies and possible collaborative activities Winter 2020 [in conjunction with Winter 2020 MFSO Board Meeting].</li> <li>* MFSO ED will meet with CTSO EDs and CTSO Boards to identify non-financial needs.</li> <li>* MFSO ED will work with CTSO EDs to update "CTSO guide book"; with first communication to EDs Summer 2019; first draft of the updated "CTSO guidebook" presented to CTSO EDs and the MFSO Executive Committee December 2019.</li> </ul>	<ul style="list-style-type: none"> <li>* Review CTSO Board 2020-21 strategic plans, Summer 2020</li> <li>* MFSO ED compiles "best practices" information based on challenges and strategies discussed at the CTSO Round Table; sent to CTSO EDs March 1, 2020 and MFSO Board of Directors, Spring 2020 Board Meeting.</li> <li>* MFSO ED provides shares second draft copy of updated "CTSO guidebook" with MFSO Board of Directors, MDE and Minnesota State and CTSO Boards at Winter 2020 MFSO Board Meeting [with the intent of completion and distribution].</li> </ul>

<b>Long Term Objective</b>	<b>Short-Term SMART Goals</b>	<b>Strategic Action Plans</b>	<b>Timeline</b>	<b>Measurement</b>
<p><b>Increased CTSO Support and Guidance</b></p>	<p>The MFSO will [continue] to assist CTSOs required reporting.</p> <p>The MFSO will [continue] to act as an operational and governance resource for the individual CTSO EDs and CTSO Boards.</p>	<ul style="list-style-type: none"> <li>* Provide legislative grant support.</li> <li>* The MFSO will provide each CTSO a generalized executive transition "tool kit" [within the CTSO Guidebook] and will encourage and assist CTSO Boards to develop an individualized Executive Transition plan.</li> <li>* Provide updated non-profit information and "best practices" training to CTSO Boards.</li> <li>* Assess and utilize MFSO ED and Board Member skills to contribute to CTSO conferences.</li> </ul>	<ul style="list-style-type: none"> <li>* MFSO ED will develop spreadsheets corresponding with CTSO budget justifications; review reimbursement requests, write IPRs and complete FRFs; February 2020, June 2020.</li> <li>* MFSO ED will work with grants management to ensure accuracy of all CTSO desk reviews; Bi-annually.</li> <li>* MFSO ED will review non-profit organizational documents for each CTSO; bi-annually.</li> <li>* MFSO ED will incorporate executive transition "tool kit" into CTSO Guidebook.</li> <li>* MFSO Board Members will be encouraged to volunteer/ judge at a CTSO conference, Spring 2020.</li> <li>* MFSO ED will provide conference support to CTSOs; operations, workshops and judging of events; Fall 2019 and Spring 2020.</li> </ul>	<ul style="list-style-type: none"> <li>* MFSO ED includes CTSO grant updates in quarterly reports; regularly scheduled MFSO Board meetings.</li> <li>* MFSO ED will report any inconsistencies and/or concerns regarding CTSO practices to be addressed by the Executive Committee of the MFSO.</li> <li>* Share executive transition "tool kit" portion of the guidebook with MFSO Board of Directors, MDE, Minnesota State and CTSO Boards at Winter 2020 MFSO Board Meeting [with the intent of completion and distribution].</li> <li>* MFSO ED and MFSO Board Members will report on participation in CTSO activities at regularly scheduled Board Meetings.</li> </ul>

Long Term Objective	Short-Term SMART Goals	Strategic Action Plans	Timeline	Measurement
<p><b>MFSO Organizational Development</b></p>	<p><b>2019-2020 Goal:</b> MFSO Board and MFSO ED will review organizational governance and operations documents including the strategic plan, governing statute and bylaws to maximize best practices and increase organizational effectiveness.</p> <p><b>2020-2021 Goal:</b> During the 2020-2021 year, the MFSO Board and MFSO ED will implement any changes.</p>	<p>* Review and update by-laws, including updating language to reflect changes in statutes (i.e. vocational to career and technical education language); ensuring bylaws comply with Mn Foundation for Student Organizations governing Statute 124D.34; State Board Requirements and Open Meeting Laws Minnesota Statutes, chapter 13D.</p> <p>* Review deliverables for management services contract [currently delegated to the Executive Committee].</p> <p>* Review MFSO and CTSO annual calendar dates with the goal of increasing participation.</p>	<p>* CTSO EDs submit calendar of meetings, conferences and competitions to MFSO ED by October 1, 2019</p> <p>* MFSO meeting calendar shared with CTSO EDs and Board members via email by October 15, 2019 and at the Fall 2019 MFSO Board Meeting.</p> <p>* MFSO Committee meeting [in conjunction with Fall or Winter MFSO Board Meeting]; Bylaws presented to the Board of Directors at the Winter/Spring 2020 MFSO Board Meeting. <i>By-laws committee meetings, as all MFSO committee meetings, remain open to all stakeholders.</i></p> <p>* Management Services contract deliverables to be reviewed by the Executive Committee and/or Personnel Committee [in conjunction with Spring 2020 MFSO Board Meeting].</p> <p>* MFSO ED will write the biennium report, December 2020.</p>	<p>* Annual MFSO and CTSO Calendar shared at Fall 2019 MFSO Board Meeting</p> <p>* Any changes and/or updates to bylaws and governing documents effective Fall 2020.</p> <p>* Any updates and/or changes to management services contract effective July 1, 2020.</p> <p>* Biennium Report published, February 2021.</p>



<b>Long Term Objective</b>	<b>Short-Term SMART Goals</b>	<b>Strategic Action Plans</b>	<b>Timeline</b>	<b>Measurement</b>
<p><b>MFSO Organizational Development</b></p>	<p><b>2019-2020 Goal:</b> Determine agency appointment status of Governor Appointed Board Positions.</p> <p>Fill all open Board seats not requiring a Governor's Appointment.</p> <p><b>2020-2021 Goal:</b> Fill Governor appointed Board of Directors openings.</p>	<ul style="list-style-type: none"> <li>* Review current structure and Board openings.</li> <li>* Recruit new Board Members; as positions become available work with CTSOs to seek and nominate qualified candidates.</li> <li>* Inquire and work with the Secretary of State's Office to clarify legislation related to Board of Directors Appointments.</li> </ul>	<ul style="list-style-type: none"> <li>* MFSO Executive Committee and MFSO ED follow up with the Secretary of State's Office on the posting of open positions.</li> <li>* MFSO Executive Committee and MFSO ED contact the Governor's Appointment Secretary as directed by the Office of the SOS.</li> <li>* MFSO ED will provide CTSOs updated nomination/appointment documents to fill collaborative seats [alumni seats] and manage the process without bias.</li> <li>* MFSO Board and CTSOs will seek qualified candidates (once positions are posted) to submit their applications to the Office of the SOS.</li> </ul>	<ul style="list-style-type: none"> <li>* MFSO Executive Committee and MFSO ED will report on progress with the Secretary of State's Office at the Winter 2020 MFSO Board Meeting and Spring 2020 Board Meeting.</li> <li>* New collaborative or CTSO representatives will attend Fall 2019 Board Meeting.</li> <li>* New Board Member informational packet will be prepared and presented by the MFSO Board Chairpersons and MFSO ED, Fall 2019 MFSO Board Meeting.</li> </ul>

<b>Long Term Objective</b>	<b>Short-Term SMART Goals</b>	<b>Strategic Action Plans</b>	<b>Timeline</b>	<b>Measurement</b>
<p><b>Diversify Funding [developing private funding streams to support CTSO initiatives]</b></p>	<p><b>2019-2020 Goal:</b> During the 2019-2020 school year, the MFSO Board and MFSO ED will compile prioritized funding requests from each CTSO ED and talking points messaging for use in securing funding for those requests.</p> <p><b>2020-2021 Goal:</b> During the 2020-2021 school year, the MFSO Board and MFSO ED will secure at least 3 private and/or corporate funding sources with commitments totaling \$50,000 or more.</p>	<p>* Encourage each CTSO Board to establish a funding priority request budget and narrative, including specific financial and programmatic information [the programs/projects should include measurements]. * Encourage MFSO Board Members to make presentations and conferences, civic mtgs and business organization meetings to explain mission and request funds aligned with CTSO priority requests * MFSO ED will [continue] to present at conferences (Mn Council for Non Profits, Chamber of Commerce, etc..) continuing to highlight funding priorities.</p>	<p>* CTSO EDs and CTSO Boards submit funding priorities, including measurable projects/programs by Spring 2020. * MFSO develops "talking points" based on CTSO funding priorities, Summer 2020. * MFSO Executive Committee and MFSO ED review and renew list of private funding sources and contacts for 2020-2021, Summer 2020 * MFSO Board Members and MFSO ED schedule meetings/presentations during 2020-2021 school year with potential donors to share talking points documents and request funding. [On-going]</p>	<p>* MFSO Board reviews CTSO funding priorities, Spring 2020 MFSO Board Meeting * MFSO ED will update promotional documents, [as referenced on page 10] shared Winter 2020 Board Meeting * MFSO Board Members and MFSO ED reports presentations at the next regularly scheduled Board Meeting. * MFSO Executive Committee and MFSO ED update list of potential funding prospects each year, Summer.</p>