



2012 Strategic Plan

Strategic Scenario

Family, Career and Community Leaders of America (FCCLA) is a national career and technical student organization representing 300,000 family and consumer sciences students in partnership with its advisers. By serving student members in middle level and secondary education and influencing grades K-16, by obtaining business and industry support and by networking with related groups, FCCLA is highly recognized by media, policy makers, employers, administrators, and the public. FCCLA members are successful leaders in their families, careers, and communities.

2008-2012 Strategic Goals

- I. Increase the number of members, advisers, and chapters.
- II. Expand the relationship with business and industry.
- III. Enhance the image and identity of FCCLA and its role in public policy advocacy.

These three goals were crafted from the ten recommendations presented to the FCCLA Board at its January 2008 meeting. They represent a broader focus under which the recommendations are clearly represented. Specific activities and research between January and May, 2008 involving volunteers and staff, continued to validate the necessity of these goals and their recommended actions. Several of the recommended action steps are new opportunities for membership and adviser development, fundraising development and organizational recognition.

Goal I. Increase the number of members, advisers, and chapters.

Action Steps:

1) Members

- A. Conduct ongoing trend analysis to help in planning future activities, such as, STAR Events, membership expansion, and adviser training opportunities
- B. Expand STAR Events to increase member's interest and participation
 - (1) 2008-2009, introduce 3-4 new events for 2009 in Nashville, Tennessee
 - (a) Areas of Interest: Family, Nutrition, Finance, Sustainability
 - (b) Events: Quiz Bowl/Finance and/or FACS, Teaching, Web site/PR

- (2) 2009-2010, introduce 3-4 new events for 2010 in Chicago, Illinois
 - (a) Areas of Interest: Culinary, Hospitality, Fashion, Interior
 - (b) Events—Special Event, Quiz Bowl on Nutrition, Power of One updated, and Hospitality—will utilize half the AAFCS assessments matching to appropriate STAR Events
 - (3) 2010-2011, introduce 3-4 new events for 2011 in Anaheim
 - (a) Areas of Interest: Technology, Marketing/PR
 - (b) Events: add digital delivery to manuals and written tests – will utilize second half of the AAFCS assessments matching to appropriate STAR Events
 - (4) Beginning 2009, increase participation per event, based on state membership affiliation
- C. Expand current membership campaign
- (1) 2008-2009, pilot a *Statewide Marketing Initiative* growth campaign (\$5K-by-\$5K matching grant), in two states: Texas and Wisconsin, then four states, one per region, allowing each state to specify its growth focus
 - (2) 2010-2011, launch the Statewide Marketing Initiative in four states, one per region and evaluate effectiveness for expanding initiative to additional states in 2012 and beyond
- 2) Advisers
- A. State Advisers - Develop options for expanding the next cadre of State and Chapter advisers
 - (1) 2008-2009, secure and maintain up-to-date in-depth profiles of each state adviser in the database
 - (2) 2008-2009, collaborate with State Departments of Education/Career and Technical Education (CTE) on continued funding/sustaining state adviser positions including recruiting new advisers to replace those retiring advisers
 - (3) Provide state advisers with comprehensive training, specifically: orientation; STAR Events; membership; fundraising; grant writing; teacher recruitment and public policy
 - (a) 2008-2009, provide state advisers with three comprehensive trainings using informational webinars and other innovative technologies
 - (b) 2009-2010, develop with the State Adviser Coordinating Council, the FCCLA State Advisers Handbook
 - (c) 2009-2010, conduct state adviser professional development training at all Clusters (2 live/2 online)
 - (d) 2010, launch a “Guest State Adviser Exchange Initiative”, in which a state adviser, chapter adviser, and teacher educator spend 1-2 weeks per year working at national headquarters, serving as a liaison to other states to improve state services and improve communications
 - (4) 2009-2010, develop a network of virtual state association advisers

B. Chapter Advisers

- (1) 2008-2009, initiate a state by state profile of advisers in the database
 - (2) 2008-2009, with a focus on states experiencing greatest loss of chapters due to adviser shortage, collaborate with FACS teacher education and state advisers to provide FCCLA adviser training targeting new and alternative FACS certified teachers
 - (3) 2008-2009, assist FACS teacher educators to recruit more students by promoting “Becoming a FACS teacher/FCCLA adviser”
 - (4) 2008-2009, collaborate with FACS teacher educator institutions to promote integrating FCCLA in FACS curriculum
 - (5) 2009, propose bylaws change to recognize alternative advisers, to be voted on at the 2010 National Leadership Conference
 - (6) Determine next steps for development of the Adviser Academy leading to a FCCLA adviser approval process
 - (a) 2009-2010, evaluate success of Adviser Academy and make necessary adjustments in training to support a FCCLA certification program
 - (b) 2009-2010 develop FCCLA adviser standards and assessment tool for FCCLA certification program
 - (c) 2010-2011, begin offering FCCLA certification
 - (7) Promote the new attitude into the adviser culture to “Replace and Enroll”: A process for retiring advisers to replace themselves and add one more to the profession. This demonstrates the “Ultimate Leadership Experience” and mentors at the adviser level; passing on the “FCCLA DNA”
 - (8) 2008-2009, promote National Board for Teacher Certification as an upward mobility strategy for advisers
- 3) Chapters
- A. 2008-2009, develop an incentive program for chapters that affiliate prior to November 1st
 - B. Develop policies and technology for virtual chapters and members
 - (1) 2008-2009, identify and evaluate the number of “nontraditional” chapters (virtual and home school) using expertise of state advisers
 - (2) 2009-2010, launch intentionally designed, officially sanctioned “nontraditional” chapters with criteria and activities
- 4) Communication
- A. Utilize computer-based technology to facilitate meetings and communication with members, including pod and webcast e-commerce capabilities
 - (1) 2008-2009, develop content extensions for each issue of *Teen Times* and *The Adviser* to the website
 - (2) 2009-2010, develop one publication, *FCCLA...The Handbook for Ultimate Leadership*, which incorporates the current Chapter Handbook, *The Essential Guide to FCCLA in the Classroom*, and general program information
 - B. Expand to Chapter Advisers, teacher-educators, and Board members, the *State Advisers Bulletin*, or e-newsletter, a monthly communication from national headquarters that includes more usable information to: influence business and

industry; build advocacy and public policy impact; grow membership loyalty; and enhance image

- 5) Relationships
 - A. Ongoing collaboration with NASAFACS on FCCLA oriented activities
 - B. Invite non-adviser teachers to National Cluster Meetings for specific trainings, enroll 7% as new advisers
 - (1) 2008-2009, invite potential advisers in the “*New England Discovery Project*” area to the Providence, Rhode Island National Cluster Meeting.
 - (2) 2009-2010, invite potential advisers to sessions at two National Cluster Meeting sites
 - C. 2009-2010, collaborate with FACS teacher preparation programs at three to five teacher preparation colleges and universities, including ethnic minority institutions
 - D. Collaborate with teacher education affiliates

Goal II. Expand relationships with business, industry, postsecondary institutions and related entities.

Action steps:

- 1) Increase financial support of FCCLA
 - A. 2008-2009, double existing scholarships, sponsorships and partnerships
 - B. 2008-2009, re-invigorate and grow Business Advisory Council
 - C. 2008-2009, develop fundraising best practices on the website, in *The Adviser*, and for use in other communication vehicles
 - D. 2009-2010, grow the royalty programs with new and existing companies by 10%.
- 2) Utilize 65th Anniversary in 2010 as a major vehicle for a national capital campaign, initiate at July 2008 Board meeting
 - A. 2008-2009, develop and begin implementing strategy for reaching \$650,000 campaign goal by December 2010
 - B. 2008-2009, initiate specific informational campaigns that showcase end results of campaign to: Board members—past and present; Members—current and alumni; and State and Local advisers—past and present
 - C. 2009-2010, fully implement 65th campaign directed at business and industry, foundations and individuals
- 3) Secure grants in support of national, state and local programs
 - A. 2008-2009, obtain grants in support of one of the targeted program areas: Nutrition, Financial Literacy, or sustainability
 - B. 2009-2010, continue grant acquisition focusing on targeted program areas
- 4) Collaborate with national and regional groups and organizations that influence and support the development of FACS teachers, assessments, certification, and professional development

- A. Continue working with AAFCS, ACTE, NATEFACS, and NASAFACS in developing a process to encourage the use of assessments and professional development
 - B. 2009-2010, incorporate pre-professional certification into new STAR Events as appropriate
- 5) Collaborate with groups having similar goals and audiences, expanding outreach to the public and professional contacts
 - A. Hospitality and Tourism
 - B. Human Development
 - C. Education and Training
 - D. Financial Literacy
 - E. Nutrition and Wellness
 - 6) 2008-2009, increase exhibitors to 75 for the 2009 National Leadership Conference and 100 in 2010
 - 7) Expand volunteer opportunities for business, industry and educational institutions in support of STAR Events and Educational Excursion programs
 - A. 2009 NLC in Nashville, offer 10 educational excursions
 - B. 2010 NLC in Chicago, offer 15 educational excursions

Goal III. Enhance the image and identity of FCCLA and its role in public policy advocacy.

Action steps:

- 1) 2008-2009, present the 2007-08 research data report during FCCLA Week (February 2009) via press conference including a podcast, followed by instructional webinar on report content use
- 2) 2008-2009, provide ongoing training to state and chapter advisers in utilizing Perkins and other national funding streams including distribution of CTSO and Perkins guides
- 3) 2009-2010, launch an annual congressional recognition award at 2009 USA training (e.g., Congressional Friend of FCCLA Award) in support of FCCLA initiatives
- 4) 2009-2010, launch a national business awards program recognizing "Businesses Make a Difference"
- 5) Create synergistic relationships highlighting and influencing connections between national, state and local level public policy initiatives
 - A. 2008-2009, provide public policy training to national staff, BOD, NEC, and other state leaders
 - B. 2008-2009, provide funds for NEC to participate and impact ACTE Public Policy

- 6) 2008-2009, evaluate current national meetings and programs and enhance the quality of such meetings and programs
 - A. Evaluate national volunteer and staff leadership positions and performance annually, and make appropriate changes as needed
 - B. Recruit non-paid semester/year intern positions from local colleges/universities and work-study students
 - C. Analyze programs, meetings content, and potential program partnerships on an annual basis for their effectiveness in support of FCCLA's mission, goals and image. (As measured by *relationship*, *relevance* and *rigor* indicators.)
 - D. Extend volunteer opportunities, seeking expertise in each of the program areas from members, advisers, business partners and "friends of FCCLA"
- 7) 2008-2009, develop NEC/State leadership "Speakers Bureau" on public policy issues of the day
- 8) 2009-2010, budget for NEC to shadow high level executives of potential corporate supporters of FCCLA and high level government officials
- 9) 2009-2010, survey key relationships to determine how many Members of Congress, Congressional staff members, and state legislators are alumni of FCCLA/FHA/HERO/NHA
- 10) 2008-2009, collaborate with key public interest groups on policies advantageous to FCCLA and its members (e.g., National Association of Counties, National Conference of State Legislatures, National Governors Association, and U.S. Conference of Mayors)
- 11) 2008-2009, establish an Alumni & Associates committee to assist in developing A&A programs in order to enhance the FCCLA image and extend its fundraising potential
- 12) Investigate the option of offering a public policy STAR Event