



2015 Strategic Plan– Updated 2012

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.

2008-2015 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. 2012-2013, Survey a cross section of chapter advisers and members to gauge service satisfaction, program relevance, demographics, etc.; analyze results, and conduct focus group studies during the 2013 National Leadership Conference. Survey conducted by a third party marketing firm.
- B. Conduct ongoing trend analysis to help in planning future activities, such as, Competitive Events, membership expansion, and adviser training opportunities
 - (1) Reformat the role of the NEC at national conferences and events by evaluating general session scripts and current schedules.

- (2) 2012, Implement affordable uniforms for all attendees at the meeting.
- C. Expand Competitive Events to increase member's interest and participation, through STAR Events, Leadership and Skill Demonstration Events, Digital, Online Events, and Postsecondary Events.
- (1) ~~2011-2012, introduce events for the 2012 National Leadership Conference in Orlando, Florida.~~
- (a) ~~Areas of Interest: National Outreach Project, Culinary Management, Digital Stories for Change~~
- (b) ~~Digital, Online Events: Digital Job Portfolio, Virtual Poster [National Program], FCS Topic Debate~~
- (2) 2012-2013, introduce 3-4 events for the 2013 National Leadership Conference in Nashville, Tennessee.
- (a) Areas of Interest: Sanitation, Baking and Pastry, Hospitality Skills Showcase, Applied Technology –revision.
- (b) Digital, Online Events: Chapter Website, Plan and Teach, Local Tourism Promotion Campaign
- (3) 2013-2014, introduce 2-3 new events for 2014 National Leadership Conference in San Antonio, Texas
- (a) Areas of Interest: TBD
- (4) 2014-2015, introduce 2-3 new events for the 2015 National Leadership Conference in Washington, DC.
- (a) Areas of Interest: TBD
- (5) ~~2011, introduce 3 new Leadership and Skill Demonstration Events at National Cluster Meetings in Denver, Colorado and Atlanta, Georgia~~
- (a) ~~Areas of Interest: Culinary Knife Skills, Centerpiece Construction, Culinary Food Art~~
Impromptu Speaking
- (6) 2012, introduce 3-4 new Leadership and Skill Demonstration Events at 2-3 National Cluster Meeting sites.
- (a) Areas of interest: Chicken Fabrication, Technology in Teaching, **Creed Interpretation**, Toys that Teach
- (7) 2013, introduce 2-3 new Leadership and Skill Demonstration Events at 2-3 National Cluster Meeting sites.
- (a) Areas of interest: Industry Writing, Customer Service Skills
- (8) 2014 and 2015, introduce 2-3 new Leadership and Skill Demonstration Events at 2-3 National Cluster Meeting sites.
- (a) Areas of interest: TBD
- (9) ~~Introduce Postsecondary Competitive Events for 2011-2012, with participation at the 2012 National Leadership Conference, contingent upon 15 state membership commitments. Advocacy, Culinary Arts, Early Childhood, and Teach and Train.~~

D. Expand current membership campaign

- (1) ~~2011-2012, Discontinue the Statewide Marketing Initiative and reinstate if funds are made available.~~
- (2) 2012-2013, Promote FCCLA to alternative licensure teachers to encourage advising a chapter.
- (3) ~~2011-2012, introduce a pilot postsecondary program that is based on a commitment from a minimum of 15 states. (Only four: ID, NJ, OK, UT)~~
2012-2013 increase secondary to ten states

2) Advisers

A. State Advisers - Develop options for expanding the next cadre of State and Chapter advisers

- (1) 2012, maintain up to date and in depth profiles of state advisers.
- (2) 2012, evaluate the role of the State Leadership Team
- (3) 2012, develop an Occupational Adviser guide to promote to Career and Technical Center teachers and engage them in FCCLA offerings
- (4) 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
- (5) ~~2011-2012, produce a job description for state advisers that are unaffiliated with the state department of education~~
- (6) Provide state advisers with comprehensive training, specifically: orientation; Competitive Events; membership; fundraising; grant writing; teacher recruitment and public policy
 - (a) 2012-2013, provide state advisers with three comprehensive trainings using informational webinars and other innovative technologies - ongoing
 - (b) 2012-2013, develop with the State Adviser Coordinating Council, the FCCLA State Advisers Handbook produced by state advisers
 - (c) ~~2011, discontinue the State Staff Seminars at the National Cluster Meetings and replace with three webinars over the fall.~~
 - (d) 2013-2014 (based on funding), launch a "Guest State Adviser Exchange Initiative", in which a state adviser, and teacher educator spend 1 week per year working at national headquarters, serving as a liaison to other states to improve state services and improve communications
 - (e) 2012, reevaluate the timing and purpose of the State Advisers Management Meeting
- (7) Offer other groups webinars and conference calls to increase professional development offerings and provide updated national information.

B. Chapter Advisers

- (1) 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
 - (a) 2012-2013, collaborate with AAFCS on providing a list of their membership to FCCLA.

- (b) 2013-2014, target AAFCS' list of professionals and teachers that complete the CFCS and other adult professional certifications offered by AAFCS.
- (c) Explore and assess what states are defining as Family and Consumer Sciences course offerings and provide the board of directors with a report to evaluate alternative options for advisers.
- (2) Collaborate with FACS teacher preparation programs at three to five teacher preparation colleges and universities, including ethnic minority institutions
- (3) Promote state curriculum integrated with Competitive Events and statewide articulations agreements.
- (4) Collaborate with FACS teacher educator institutions to promote integrating FCCLA in FACS curriculum.
 - (a) Increase the number of New to FCCLA, formerly Newcomers Seminar, scholars at the National Cluster Meeting and National Leadership Section.
 - (b) 2013-2014, plan a teacher educator summit that includes FCCLA and in collaboration with FACS teacher educator groups.
- (5) Determine next steps for development of the Adviser Academy leading to a FCCLA adviser approval process
 - (a) ~~2011-2012, evaluate success of Adviser Academy and make necessary adjustments in training to support a FCCLA certification program~~
 - (b) 2012-2013, begin offering FCCLA certification
 - (c) Invite non-adviser/ **potential** teachers to National Cluster Meetings for specific trainings
- (6) ~~2012, propose bylaws change to recognize alternative advisers, to be voted on at the 2012 National Leadership Conference~~
- (7) 2012-2013, develop an option for chapter advisers that are in states that lack a state adviser

3) Chapters

- A. Continue the incentive program for chapters that affiliate prior to November 1st
- B. Develop policies and technology for virtual chapters and members
 - 1) 2012-2013, identify and evaluate the number of nontraditional chapters (virtual or home school) using the expertise of state advisers
 - 2) Include articles in *The Adviser* on managing nontraditional chapters
- C. ~~2012-2013, reinvent the organization's membership kit and explore the option of bringing back the membership cards~~

4) Communication

- A. Utilize computer-based technology to facilitate meetings and communication with members, including podcasts and webinars, and include ecommerce capabilities
 - (1) Develop content extensions for each issue of *Teen Times* and *The Adviser* to the website (contingent on the development of a new FCCLA website)
 - (2) 2013, launch a new FCCLA website, complete with a student section and a mobile site

- (3) ~~2012, develop an FCCLA mobile application, beginning with a National Leadership Conference App and expanding as resources allow~~
 - (4) 2011-2014, enhance FCCLA's presence and student engagement in social networking portals and to increase the organization's publicity
 - (5) ~~Continue the Adviser Blog, which provides advisers with a weekly topic related to FCCLA, policy, and curriculum integration -Ongoing~~
 - (6) 2011-2012, develop an online promotional kit, specifically for students, and complete with videos, printable flyers, etc. to promote the National Cluster Meetings
- B. Continue the **semi**-monthly e-newsletter for chapter advisers, the FCCLA *e-Adviser*.
 - C. **2012-2013**, evaluate the readership of *Teen Times* magazine and the option of making it web based
 - D. **2012-2013** Enhance the teacher educator newsletter, which is designed specifically for the FACS teacher educator and is produced in the fall and spring.

5) Relationships

- A. Maintain collaboration with NASAFACS, ACTE, AAFCS, and the FACS Coalition on FCCLA activities - **Ongoing**
- B. Collaborate with FACS teacher preparation programs at three to five colleges and universities including historically black colleges and universities - **Ongoing**
- C. Collaborate with other CTSO's on projects, meetings, events, and activities.

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

- 1) Action steps: Increase financial support of FCCLA
 - A. Increase scholarships, sponsorships and partnerships by 20% in 2013.
 - B. **2012-2013**, review expectations of FCCLA for the Business Advisory Council and reinvigorate and grow it as a support council for the organization
 - C. ~~2011-2012, review and update the current royalty programs with existing partners~~
 - D. 2012-2013, grow the royalty programs with new and existing companies by 10%, i.e. API, Cooks Illustrated, etc.
- 2) Secure grants in support of national, state and local programs
 - A. Obtain grants in support of **FCCLA**. FCCLA's theme for **2012-2013** is **membership development**.
 - B. Continue grant acquisition focusing on targeted program areas - **ongoing**
- 3) Collaborate with national and regional groups and organizations that influence and support the development of FACS teachers and students, assessments, certification, and professional development

- A. Continue working with AAFCS, ACTE, NATEFACS, NASAFACS, **Alliance and Coalition** in developing a process to encourage the use of assessments, professional development and FACS/FCS branding initiatives.
 - B. Integrate Career Clusters and Common Core standards in FCCLA's program materials.
 - C. Establish stronger connections to related certifications **and review 1-2 competitive events.**
- 4) Collaborate with groups having similar goals and audiences, expanding outreach to the public and professional contacts
 - A. Utilize professional associations and business and industry to evaluate Competitive Events, while serving on specific committees:
 - i) ~~2011, CAAC – Culinary Arts Advisory Committee~~
 - ii) 2012-~~2013~~, ECAC – Early Childhood Advisory Committee
 - iii) 2013-~~2014~~, Interior Design Advisory Committee
 - iv) 2014-~~2015~~, Fashion Advisory Committee
 - 5) Explore additional topics and evaluate effectiveness of existing committees
 - 6) Increase the number of exhibitors at the National Leadership Conference:
 - A. ~~50 for 2012~~
 - B. 55 for 2013
 - C. 60 for 2014
 - D. 65 for 2015
 - 7) Expand volunteer opportunities for business, industry and educational institutions - **ongoing**
 - A. Incorporate community service efforts at conference and events
 - B. Offer a limited number of educational excursions at the National Leadership Conferences
 - C. Support Competitive Events
 - D. Increase the participation of diverse business, industry and educational institutions

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

Action steps:

- 1) 2012-2013, present the NRCCUA research results during FCCLA Week (February 2013) via press conference including a podcast, followed by instructional webinar on report content use
- 2) Provide training to state and chapter advisers in utilizing Perkins and other national funding streams including distribution of CTSO and Perkins guides
- 3) ~~2012, launch an annual congressional recognition award at the Capitol Leadership meeting (e.g., Congressional Friend of FCCLA Award) in support of FCCLA initiatives~~

- 4) Create synergistic relationships highlighting and influencing connections between national, state and local level public policy initiatives - *ongoing*
 - A. Provide public policy calls to action training to national staff, BOD, NEC, and advisers.
 - B. Provide funds for NEC to participate and impact ACTE Public Policy

- 5) Evaluate current national meetings and programs and enhance the quality of such meetings and programs - *ongoing*
 - 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"
 - E. 2012-2013, conduct a financial feasibility study for holding the Capitol Leadership Training, include evaluations and analysis of outcomes.

- 6) Collaborate with the CTE State Directors on policy issues related to Career and Technical Education - *ongoing*

- 7) 2012-2013, budget for NEC to shadow high level executives of potential corporate supporters of FCCLA and high level government officials

- 8) 2012-2013, survey key relationships to determine how many Members of Congress, Congressional staff members, and state legislators are alumni of FCCLA/FHA/HERO/NHA

- 9) 2012-2013, establish an Alumni & Associates committee to assist in developing A&A programs in order to enhance the FCCLA image and extend its fundraising potential.