

FAMILY, CAREER AND COMMUNITY LEADERS OF AMERICA, INC.



POLICIES AND PROCEDURES MANUAL

**Revised January 2016; January 2017; January 2018; October 2019;
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Corporate Statement:

Family, Career and Community Leaders of America is incorporated as a nonprofit national career and technical student organization for students who are taking or have taken a course, determined by their governing state agency pertaining to Family and Consumer Sciences shall be eligible for membership.

I. Brand Elements, Copyrights, Representation and Interpretation

A. Brand Elements

Brand elements as listed below including the organization's name, creed, mission statement, motto, emblem, and tagline cannot be changed without approval by the voting delegates of the organization at a national annual conference.

1. Name

The name of the organization is FAMILY, CAREER AND COMMUNITY LEADERS OF AMERICA®, INC.

2. Creed

We are the Family, Career and Community Leaders of America. We face the future with warm courage and high hope. For we have the clear consciousness of seeking old and precious values. For we are the builders of homes, homes for America's future, homes where living will be the expression of everything that is good and fair, homes where truth and love and security and faith will be realities, not dreams. We are the Family, Career and Community Leaders of America. We face the future with warm courage and high hope. (Revised July 1999)

3. Mission Statement

To promote personal growth and leadership development through Family and Consumer Sciences education. Focusing on the multiple roles of family member, wage earner and community leader, members develop skills for life through character development, creative and critical thinking, interpersonal communications, practical knowledge, and career preparation.

4. Motto

Toward New Horizons

5. Emblem



6. Tagline

The Ultimate Leadership Experience

B. Name and Emblem

1. Guidelines for Non-Official Name Usage by State Associations

State and local associations using a name other than FAMILY, CAREER AND COMMUNITY LEADERS OF AMERICA INC., are required to indicate their affiliation with national FAMILY, CAREER AND COMMUNITY LEADERS OF AMERICA, INC., in official communications and printed materials.

2. Use of Name and Emblem and Responsibility for Protection

FCCLA® is required to enter into a licensing agreement with any entity regarding the use of FCCLA intellectual property. The national organization or its affiliated groups may use the name and emblem to identify Family, Career and Community Leaders of America, Inc. for educational, promotional, and informational purposes such as articles in newspapers and periodicals, on radio and television programs, or display and/or demonstration exhibits that are designed to promote the national organization or its affiliated groups.

FCCLA Organizational Materials

The national organization or its state associations and chapters may use or authorize the use of the name and emblem with identification of the national, state, or chapter level, as specified in Section I, A3, on organizational items such as, special certificates, programs, yearbooks, publications and other educational materials developed for use in connection with the Family, Career and Community Leaders of America, Inc., program.

Products for Sale

The name and emblem Family, Career and Community Leaders of America, Inc., or FCCLA shall not be used on commercially developed products for sale at any level of operation, national, state or chapter, except on co-branded materials with Family, Career and Community Leaders of America, Inc., and on other items as authorized by the national organization.

In accordance with this policy, neither state associations nor local FCCLA chapters may use the name and emblem on commercially or FCCLA developed products for sale or permit such action at any level of operation within the state.

Cooperative Activities

The name and emblem may be used in printed or other informational materials developed for cooperative activities with educational, professional, civic or business organizations at national, state, or local levels.

The level of operation must be clearly identified and the materials approved by the decision-making body of the designated level. Cooperative projects shall reflect the goal and purposes of the organization.

Fundraising

The name and emblem shall not be used on printed materials or commercial products that are developed for the primary purpose of soliciting or raising funds for other organizations or groups, without prior written approval from the national organization.

Advertising and Product Labeling Restrictions

Neither the name nor emblem nor any advertising or labeling indicating or implying any connection with Family, Career and Community Leaders of America, Inc. will be used or employed by commercial firms on products for any purpose, either locally, statewide, or nationally, unless authorized by the national organization.

Identification of Level of Operation

State Family, Career and Community Leaders of America, Inc., associations and local FCCLA chapters using the name and emblem of Family, Career and Community Leaders of America, Inc., should always identify the level of operation by indicating whether national, state, chapter or other. All materials carrying the name and emblem of Family, Career and Community Leaders of America, Inc., including letterheads, newsletters, etc., should identify the level of operation originating the material. This does not apply to items made available by the nationally authorized emblematic dealer.

Materials national in origin shall be identified by the name and address of the national organization:

Family, Career and Community Leaders of America, Inc.
13241 Woodland Park Road Ste. 100
Herndon, VA 20171

Materials originating in a state association shall carry the name and address of the state association.

[STATE] Association of Family, Career and Community Leaders of America, Inc.
[STATE] Department of Education
[City, State Zip]

Materials originating on the local or chapter level shall carry the name of the state association, and the chapter address.

[Name of Chapter and School]
[STATE] Association of Family, Career and Community Leaders of America, Inc. [City, State Zip]

Reproduction of Emblem by Exact Replica

When an emblem of the organization is reproduced, it should be an exact replica of the emblem as registered through the collective trademark. In general, an emblem may be reproduced on emblematic materials manufactured by the dealer(s)

authorized by the national staff and organizational and informational materials as specified in the policies of this document.

Protecting the FCCLA Image on the Web

Because the Internet has a worldwide audience, and communication via the Internet may have far-reaching effects, state associations, local chapters, and chapter members should understand that in using the internet they may be seen as representing Family, Career and Community Leaders of America, Inc. to the public. Therefore, each member is expected to consider carefully any materials placed on the internet and social networking sites using the FCCLA name, image, or brand. It is the responsibility of each member not to cast FCCLA in a negative light or to discredit or harm the reputation good will of FCCLA's name, image, or brand.

Website Links

Any and all links to be placed on the FCCLA website, including affiliated state organizations and local chapters, business partners, and related organizations, must be approved by the national staff.

Responsibility for Protection

Protecting the name and emblem of Family, Career and Community Leaders of America, Inc., is the responsibility of the national organization and its chartered state associations and affiliated local chapters as defined in the bylaws [Article I, Section I] of Family, Career and Community Leaders of America, Inc. In order to maintain the identity of Family, Career and Community Leaders of America, Inc., as a preeminent educational youth organization, the name and emblem must be protected at all levels of operation--national, state and local. To this end, Family, Career and Community Leaders of America, Inc., shall:

- a. Permit the use of its name and emblem only in connection with Family, Career and Community Leaders of America, Inc., programs (FCCLA chapters) and projects that have a direct relationship to the mission, goals, and purposes of Family, Career and Community Leaders of America, Inc., and in accordance with policies defined in this document, and
- b. Preclude the use of its name and emblem by any individuals and groups in the promotion of unauthorized programs, projects, and products.

Family, Career and Community Leaders of America, Inc. has the FCCLA name and emblems registered as copyrighted trademark.

3. Authorization for Use of Name or Emblem

The official FCCLA vendor and emblematic supplier has the exclusive legal right to use the FCCLA logo and acronym on merchandise.

If a local chapter, state association, or other FCCLA affiliate (the "Affiliate") wants to purchase products with the FCCLA emblem or acronym on merchandise not already sold by the emblematic supplier, the Affiliate may ask the emblematic supplier directly:

- a. The Affiliate must obtain one or more written bids for such FCCLA logo products to be produced;

- b. The Affiliate's bid terms must require the would-be vendor to provide at least 5% of the full order amount to FCCLA as a royalty;
 - c. The Affiliate must provide a copy of each submitted bid to the emblematic supplier and give the emblematic supplier 24 hours to decide whether to match that bid and produce the desired merchandise itself; and,
 - i. If the emblematic supplier notifies FCCLA and the Affiliate that it wishes to match the proposed bid and produce the merchandise, the Affiliate works with the emblematic supplier to order the merchandise or does not order the merchandise at all;
- Or,
- ii. If the emblematic supplier does not respond within 24 hours or indicates it does not wish to produce the merchandise, then the Affiliate is free to engage the other vendor to produce the merchandise under the terms of the bid on the condition that the Affiliate and Vendor provides FCCLA with a completed one-time use agreement form and a photo proof of the product, so that FCCLA can provide that company a one-time permission to use the logo on that item in exchange for that company paying FCCLA 5% of the sales order as a royalty payment.

See Appendix A

At National Level

Only the national organization can authorize use of the name and emblem on the national level.

At State Level

The policy-making body of a state association may authorize use of the name and emblem on the state level in accordance with policies stated in this document. [Section I, A2]

At Chapter Level

Local chapters of Family, Career and Community Leaders of America, Inc., may use or approve the use of the organization's name and emblem in keeping with the policies of this document. [Section I, A2]

4. Authorized Dealer of Emblematic Materials

The manufacturer and sale of all emblematic materials bearing the official name of Family, Career and Community Leaders of America, Inc., or its emblem in full or in abbreviated form, shall be authorized only by the national staff of Family, Career and Community Leaders of America, Inc. The sale of emblematic materials is limited to the individual members. A list of state advisers and affiliated chapters is supplied annually by the national headquarters staff of Family, Career and Community Leaders of America, Inc., to the authorized dealer of emblematic materials. The nationally authorized dealer helps protect the use of the name and emblem by selling

emblematic materials only to the national organization, chartered state associations, affiliated chapters and individual members.

C. Publications

1. Permissions and Copyrights

All copyrights in and to the publications, photographs, written materials, and audio and visual materials of Family, Career and Community Leaders of America, Inc., and any reprints and republications shall be the exclusive property of the national organization in all formats now known or developed in the future.

Permission for FCCLA members, state associations, and local chapters to reproduce FCCLA materials, such as publications, photographs, written materials, and audio and visual materials may be granted by national staff.

All future publications, photographs, written materials, and audio and visual materials of FCCLA shall be copyrighted at the time of their initial creation and at each subsequent reprint or republication.

2. Guidelines for Selection of Non-FCCLA published Materials for Sale

To protect members and advisers from needless exposure to products that may be harmful or that promote socially unacceptable behavior, the following guidelines will apply for selection of non-FCCLA published materials, either print or video, for sales at meetings, through mail order, or Internet sales:

Materials must be consistent with the mission and purposes of FCCLA. Materials must be appropriate for use by Family and Consumer Sciences professionals.

In addition, all promotional flyers and marketing information about the non- FCCLA published items will contain a disclaimer to the effect that the organization does not necessarily support and/or promote all information contained in the items offered for sale.

In all instances, where doubt exists as to the appropriateness of the materials, the Chief Executive Officer shall make the final decision.

D. Representation and Interpretation

Organization

Any individual requested to represent the national organization on a national program or national committee, or to prepare or broadcast articles or materials describing or dealing with the national organization and for national distribution shall do so only with the approval of the national staff.

At National Level

Only the national organization can authorize representation and interpretation of Family, Career and Community Leaders of America, Inc. on the national level. Such authorization shall be in accordance with the policies defined in this document found on the National FCCLA website.

At State Level

The policy-making body of a state association may authorize representation and interpretation of Family, Career and Community Leaders of America, Inc., on the state level, in accordance with the policies defined in this document and in the FCCLA Branding Guide found on the National FCCLA website.

At Chapter Level

Local chapters of Family, Career and Community Leaders of America, Inc., may authorize representation and interpretation of the organization policies defined in this document, and the FCCLA Branding Guide found on the National FCCLA website. [Section I, A2]

Use of Name in Testimonials of Endorsement

No individuals or groups by virtue of their connection with Family, Career and Community Leaders of America, Inc., shall authorize or permit use of their names or the name and emblem of the organization in testimonials of endorsement of any product, program or platform of other groups or organizations, unless approved by the Chief Executive Officer or their designee.

Section I. Copyrights, Representation and Interpretation APPROVAL/REVISIONS

Corporate Statement	APPROVED	June 2024
Section I.A.	APPROVED	June 2024
Section I.A.1.	APPROVED	June 2024
Section I.A.2.	APPROVED	June 2024
Section I.A.3.	APPROVED	June 2024
Section I.A.4.	APPROVED	June 2024
Section I.A.5.	APPROVED	June 2024
Section I.A.6.	APPROVED	June 2024
Section I.B.1.	APPROVED REVISED	January 1997 January 2009
Section I.B.2.	APPROVED REVISED	July 1993 February 2001; January 2009; October 2014; July 2020
Section I.B.3.	APPROVED REVISED	July 1993 January 2009; January 2014; July 2014; October 2014; July 2020
Section I.B.4.	APPROVED REVISED	July 1993 January 2009
Section I.C.1.	APPROVED REVISED	January 1993 February 2002; January 2009
Section I.C.2.	APPROVED REVISED	July 1997 January 2009
Section I.D.	APPROVED REVISED	July 1993 January 2009; October 2014; October 2019

II. Organizational Structure

A. Operational

1. Membership

The national headquarters shall issue membership acknowledgement or recognition annually. Students will be recognized as affiliated members upon receipt of payment to national Family, Career and Community leaders of America, Inc. This type of recognition may be membership cards, electronic certificates, or other membership identification.

Chapter member minimum remains at 12.

All chapter advisers will pay the annual membership dues and receive annual Alumni and Associates membership.

- a. Annual membership dues are \$9 for members and advisers.
- b. Up to 25 Members + package benefits = \$395
This package allows a chapter to affiliate up to 25 Family and Consumer Sciences (FCS) students for a flat rate and receive the package benefits set by the Board of Directors. Student members in excess of 25 will be charged the \$9 regular membership rate dues.
- c. Unlimited Members + package benefits = \$775
This package allows a chapter to affiliate unlimited FCS students for a flat rate and receive the package benefits set by the Board of Directors. This package provides full integration and equitable access to FCCLA for all FCS students in a school. Homeschool and Virtual Schools are not permitted to enroll in the Unlimited Members Package.
- d. Junior High and Middle-Level Unlimited = \$250
This package allows a chapter to affiliate unlimited junior high or middle school FCS students for a flat rate. This package provides full integration and equitable access to FCCLA for all Family and Consumer Sciences students in a junior high or middle school. There are no additional package benefits.
- e. Urban Affiliation = \$4,500
This package allows for a local education agency with a city within its jurisdiction that has a core population of 100,000 or more to apply for Urban Affiliation. This package provides full integration and equitable access to FCCLA for all FCS students in this city. Applications for this package must be approved by their State Adviser before being submitted to National Staff for final approval. There are no additional package benefits.

2. Home School and Virtual School Policy

Home school and Virtual chapters must meet criteria for membership as outlined in the national Bylaws.

A home school adviser must meet the requirements of a chapter adviser.

Home school chapter members must be currently taking or have taken a Family and Consumer Sciences education course or related course or program of study.

Home school chapters must affiliate with the state association of Family, Career and Community Leaders of America, Inc.

Members of home school chapters who meet these criteria are eligible for full membership benefits.

If a school board does not allow home school students to join its local school chapter this policy will go into effect.

Homeschool and Virtual Chapters may not enroll in the Unlimited Membership Package.

3. Independent Chapters

An independent chapter may be affiliated where state associations do not exist but Family and Consumer Sciences instruction or related courses are offered as specified by the state Department of Education. The chapter shall be composed of students possessing the qualifications for membership. An independent chapter may be organized whenever, in the judgment of the teachers, students, and administrators, it would be advantageous to do so.

Students affiliated from an independent chapter may not seek national office or be eligible for recognition in national programs, which require submission by a state association.

- The members receive the member electronic communications and resources.

B. Survey Guidelines

Staff, with prior approval from the Chief Executive Officer, may conduct all surveys of the organization.

National Board of Directors, with prior approval from the Executive Committee, may conduct surveys of the organization.

C. Transferring Members

Purpose

This policy outlines how FCCLA handles the transfer of *affiliated members* between chapters and how associated affiliation fees are treated based on the type of affiliation package.

While students may transfer between chapters at any time, this policy applies only to those who are already affiliated in the FCCLA portal (i.e., their affiliation fee has been processed). The policy ensures equitable treatment across chapters, maintains the

financial integrity of FCCLA's affiliation structure, and protects the sustainability of national programs and services.

Why this matters

If an affiliated member from a flat rate chapter transfers to a per-member chapter and the fee were allowed to carry over, the receiving chapter would effectively gain full national benefits for that member without paying an affiliation fee. This would reduce the funding available to support programming for all members and create a financial imbalance across the organization.

General Policy

FCCLA allows students to transfer between chapters at any time. However, for affiliated members, whether the affiliation payment can transfer depends on the type of affiliation used by the chapters involved.

Transfer Scenarios

1. Transfer from Flat Rate to Per-Member Rate

- If a member is affiliated under a flat rate chapter (e.g., Unlimited, 100% Middle-Level, Urban, or the first 25 members under the Up to 25 package) and transfers to a per-member chapter (e.g., Regular or Post-Secondary):
 - The receiving chapter must pay the affiliation fee for the transferring member.
 - The original chapter retains the flat rate payment, which is non-transferable.
 - The member's affiliation record may be moved, but the payment does not follow the member.

2. Transfer from Per-Member to Per-Member

- If a member transfers between two per-member chapters (e.g., Regular or Post-Secondary):
 - The affiliation fee follows the member, as it is directly tied to the individual.
 - The receiving chapter does not need to pay again.
 - The member remains affiliated, and their record is updated accordingly.

3. Transfer of Additional Members Beyond Flat Rate Limits

- If a chapter using the Up to 25 flat rate package exceeds 25 members:
 - Members #26 and above are affiliated under the Regular per-member rate.
 - These members' affiliation fees can transfer with them to another per-member chapter.
 - Members #1–25 remain non-transferable due to being part of the flat rate package.

Affiliation Type	Payment Method	Transferable with Member?
Regular	Per Member	✔ Yes
Post-Secondary	Per Member	✔ Yes
Up to 25 (Members 1–25)	Flat Rate	✘ No
Up to 25 (Members 26+)	Per Member	✔ Yes
Unlimited	Flat Rate	✘ No
100% Middle-Level Package	Flat Rate	✘ No
Urban	Flat Rate	✘ No

Important Notes

- This policy applies only to affiliated members—those whose affiliation fees have been processed through the FCCLA portal.
- FCCLA National Headquarters does not issue refunds when affiliated members transfer between chapters.
- All membership transfer requests must be submitted through the FCCLA portal or by contacting the national membership team.
- Advisers are encouraged to coordinate transfers early in the year to avoid duplicate payments and ensure members retain eligibility for national programs and awards.

Section II. Organizational Structure

APPROVAL/REVISIONS

Section II.A.1.	APPROVED	July 1991
	REVISED	January 2009; March 2014; May 2014; October 2014; September 2015; July 2020; August 2023
Section II.A.1.a.	APPROVED	August 2023
Section II.A.1.b.	APPROVED	August 2023
Section II.A.1.c.	APPROVED	August 2023
	REVISED	August 2025
Section II.A.1.d.	APPROVED	August 2023
Section II.A.1.e.	APPROVED	August 2023
Section II.A.2.	APPROVED	January 1996
	REVISED	January 2009; August 2023; August 2025
Section II.A.3.	APPROVED	February 2002
	REVISED	January 2009; August 2023
Section II.B.	APPROVED	July 1991
	REVISED	January 2009; October 2014; June 2019; August 2023
Section II. C.	APPROVED	July 2025

III. National Board of Directors

A. Board Members

Duties, Responsibilities and Authority

- Board members shall agree to commit the time to serve a term of one, two or three years on the National Board of Directors of Family, Career and Community Leaders of America, Inc. This will include a minimum of two full Board meetings, National Annual Conference (at least one day) and assigned committee service and additional work days as needed for committees, Board development, or task force work.
- Board members are expected to attend all regular and special meetings of the Board.
- Board members agree to serve on committees during their term of office.
- Board members shall demonstrate an active interest in Family and Consumer Sciences education and a commitment to the mission, goals, programs and activities of Family, Career and Community Leaders of America, Inc.
- Board members shall also have experience or knowledge in at least one element needed by the organization: career and technical student organization involvement, leadership, program development, administration, finance, personnel, organization management, business and industry involvement, media/marketing, resource development, and public policy development.
- Board members shall be knowledgeable about the role of the Board to act relative to personnel, program and fiscal matters of the organization.
- Board members shall be alert to opportunities to improve knowledge and understanding of career and technical student organizations in general and Family, Career and Community Leaders of America, Inc., in particular.
- Board members shall abide by and support all decisions, policies and programs adopted by the Board.
- Board members shall not act independently on matters that should be decided by the entire Board, keeping the mission statement of Family, Career and Community Leaders of America, Inc., as the focal point.
- Board members shall promote sponsorships, resources, and the interest and active participation in the organization on the part of the membership and representative groups.
- Board members shall be expected to donate financial resources to FCCLA annually. Many grants and foundations look for 100% support from Board members in issuing funds to organizations.
- Board members shall participate in an annual performance evaluation of the Chief Executive Officer.
- Board members shall approve the Chief Executive Officer's contract.

- Board members shall agree to represent Family, Career and Community Leaders of America, Inc., when called on by the Board Chair or Chief Executive Officer.
- Board members shall not succeed oneself for a third, three-year term of service without one or more years lapsing between terms.
- Board members shall adhere to the organization's Code of Ethics and Confidentiality Agreement.
- Board members shall review and vote on the proposed budget.
- Board members shall review suggested amendments and formulate proposed amendments to the Bylaws.
- Board members interested in applying for a position on national staff will resign from their position on the board before submitting application.
- Board members will not recruit national staff members for positions outside of National FCCLA.
- Board members will submit to a third party background check upon election to the board to include criminal, financial, and social media background review.

B. Officers of the Board

The Officers of the Board shall consist of a chairperson, a Vice Chairperson, a Treasurer, a Secretary and the immediate Past Chairperson. [Article VII, Section 3]

The above officers shall be elected by the members of the Board from among voting members of the Board. They shall serve for a term of one year or until their successors shall have been elected and assume office. Officers may be eligible for reelection. No director, however, shall serve in the same office for more than three consecutive terms.

Any vacancy among the officers may be filled at any duly constituted meeting of the Board. [Article VII, Section 3. A]

If an officer of the Board no longer represents the group in which they were elected/appointed, they shall continue to serve for the term of that officer position. This includes an individual in the 3-year chair rotation. This is to maintain seamless transitions between officers and help ensure success and stability of the organization.

1. Chair

Duties, Responsibilities and Authority

- Provides leadership to the Board
- Appoints standing committees and special committees as defined by Roberts Rules of Order in consultation with the Executive Committee
- Appoints ad hoc committee chairs as needed
- Presides at all Board meetings

- Chairs the Executive Committee
- Serves as ex officio member of all committees of the Board
- Helps orient new Board members
- Develops agendas for Board meetings in conjunction with the Chief Executive Officer following the call for agenda items
- Attends National Annual Conference and participates in programs
- Attends SAMM & the State Advisers' Meeting at the National Annual Conference
- Serves as a spokesperson for the National Board of Directors
- Reports activities of the Board and the organization to constituencies by means of letters or publications
- Monitors the Strategic Plan with the Executive Committee and the Chief Executive Officer
- Promotes and provides leadership for mission goals, programs and activities of the organization
- Conducts an annual performance evaluation of the Chief Executive Officer prior to the close of the fiscal year, in conjunction with the Vice Chair and the Past Chair with input from the Board of Directors and staff
- Leads the Board in identifying recommendations for the Chief Executive Officer contract negotiations
- Reviews with the Chief Executive Officer the results of their performance evaluation, in conjunction with the Board Officers
- In consultation with the FCCLA attorney, negotiates Chief Executive Officer's contract in conjunction with the Vice Chair and Past Chair
- In conjunction with the Board Officers, sets contract terms, including salary adjustments, of the Chief Executive Officer, based on annual performance evaluation and Board approval

2. Vice Chair

Duties, Responsibilities and Authority

- In the absence of the Chair, the Vice Chair shall perform all duties pertaining to the office of Chair
- Serves on the Finance Committee
- Succeeds to the position of Chair at the transition of officers
- In conjunction with the Board Officers, reviews the annual performance evaluation of the Chief Executive Officer as specified in [SECTION III, B.1.]

- In conjunction with the Board Officers, sets contract terms, including salary adjustments, of the Chief Executive Officer
- Strongly encouraged to attend National Annual Conference and participate in programs, if budget allows

3. Secretary

Duties, Responsibilities and Authority

- Accurately records all motions and actions
- Ensures an accurate record is kept of all meetings and minutes, sent within 2 weeks, and submit corrections within 2 weeks of meetings
- Has authority to sign any official documents duly prepared and requiring signature of the secretary of the Board, with notification of the full Board
- Creates a summary of the Board meeting reviewed by the Chief Executive Officer and as approved by the Chairs to share with stakeholders
- The secretary's records shall be kept by the headquarters office of the organization

4. Treasurer

Duties, Responsibilities and Authority

- Serves as Chair of the Finance Committee
- Serves as the Compliance Officer for the National Staff
- Has authority to sign any official documents duly prepared and requiring signature of the Treasurer of the Board, with notification of the full Board
- Presents the annual budget in conjunction with the Finance Director, as approved by the Finance Committee, to the Board of Directors
- Reports to the Board as appropriate
- Provides annually, in consultation with the Chief Executive Officer and Finance Director, a written account to the Board of the financial condition of the organization
- Reviews complete monthly financial statements and compares them to budget and previous year
- Monitors that generally accepted accounting principles are in place for the financial security of the organization and are followed
- In contract negotiation years, the Treasurer researches the Chief Executive Officer's contract terms, including salaries and benefits, of comparable associations, prior to FCCLA Chief Executive Officer contract or salary

negotiations. This will be distributed to the Board with the performance evaluation instrument and the Chief Executive Officer's performance report by May 15

- The treasurer's records shall be kept by the headquarters office of the organization

5. Past Chair

Duties, Responsibilities and Authority

- Orients new Chair
- Serves as Chair of Nominating Committee
- Works with new Chair to provide continuity and help in orienting new Board members as appropriate
- Serves as counsel to Chair and Board
- Serves on the Executive Committee
- Ensures that the policies and procedures manual is reviewed and updated after each Board meeting
- Reviews the annual Chief Executive Officer's performance evaluation instrument based on previous evaluation results and performance goals set by the Board
- In conjunction with the Board Officers, reviews the annual performance evaluation of the Chief Executive Officer as specified in [SECTION III.B.1]
- In conjunction with the Board Officers, sets contract terms, including salary adjustments, of the Chief Executive Officer
- Strongly encouraged to attend National Annual Conference and participate in programs, if budget allows

C. Membership

1. Business and Industry Representative

Procedures:

In February of those years when a business and industry representative will be elected to the Board, states will be notified through The State Advisers Update and asked to contact national headquarters to request a nomination form if they wish to place a name before the Nominating Committee. The form will also be posted on the FCCLA website.

At the same time, the current National Board of Directors and other appropriate groups will be notified of the upcoming vacancy and offered an opportunity to request a nomination form.

Nominations must be received at the national headquarters by May 1. Copies of all nomination forms and vitae will be sent to the Nominating Committee by May 15. The committee will review all nominations, contact the nominees if they feel it is necessary, and select up to five final candidates to recommend to the National Board of Directors prior to the July Board meeting.

The National Board of Directors will review the applications of the up to five finalists and score them and vote on the final candidates at its July meeting. The newly elected business and industry representative will become a member of the Board immediately following that year's National Annual Conference.

The following criteria will be used by the committee, with the maximum number of points assigned to each shown in parenthesis:

1. What candidate can contribute to National Board of Directors (50)
2. Experiences on other Boards of Directors (10)
3. Knowledge of FCCLA (10)
4. What organizations, networks and access to resources does this candidate have that could be utilized with FCCLA for future resource development or partnership development (20)
5. Evidence of desire to serve and be an asset to the national FCCLA organization (10)

The Board representative will be determined by the National Annual Conference by a simple majority vote of the Board and the candidate with the most votes is elected.

See Appendix B

2. Members Representing Related Organizations and Groups

Members representing related organizations and groups will be elected according to the respective groups' procedures. These nominated representatives will submit to a background check and their nomination application will be confirmed for acceptance by the FCCLA Board.

3. Local Adviser Representative

In February of the year a local adviser is to be elected to serve on the National Board of Directors, and national headquarters will notify advisers that they may submit a candidate. The applications and supporting materials are to be submitted to national headquarters postmarked by May 1. Completed applications are then sent to the Nominating Committee of the Board and candidates are narrowed to up to three. These three names will appear on the ballot and are voted on during an Adviser Session at the National Annual Conference.

Candidates listed on the ballot must be present at the National Annual Conference to give their oral presentations to all local advisers. One vote per state will be allowed

and a local adviser from each state should be chosen to cast their state's ballot. Nominations will not be accepted from the floor.

The local adviser representative to the National Board of Directors serves a three-year term.

4. State Administrator Representative

State administrators are elected by LEAD FCS Education and will be elected according to their procedures. LEAD FCS Education will submit the name of the elected person to the Chair and the Chief Executive Officer one week after election is complete. The elected state administrator will submit to a background check and submit application for confirmation of position by the National Board of Directors.

5. Secondary School Administrator Representative

A Secondary School Administrator Representative to the Board of Directors is elected by the process of review of application and selected by the Board of Directors.

See Appendix D

6. State Adviser Representative

Two State Advisers are elected according to their procedures set by the State Leadership Team at the State Advisers' Management Meeting. The selected State Adviser will submit to a background check and will be confirmed by the National Board of Directors at their next meeting.

D. Assumption of Office

In August, new members will receive a welcome letter from the Board Chair with an updated Board directory and additional information.

A fall orientation meeting will provide information about the Strategic Plan, the organization and its programs, details on the budget, committee responsibilities, the National Executive Council (NEC), and the roles and responsibilities of Board members, NEC, and national staff. The orientation meeting may be conducted by webinar or as a full board meeting.

E. Vacancies

To resign from the National Board of Directors, one must forward a letter of resignation to the Chair of the Board.

Vacancies on the National Board of Directors may be filled at any time, in accordance with the process used by the related organizations and groups.

Any Director elected/appointed for the balance of an unexpired term shall, in addition, be eligible for the maximum number of complete consecutive terms as provided in the Bylaws and the approval of the related group or organization.

F. Removal of Director

In the event that a situation such as violation of Board policy, violation of the Code of Ethics, violation of a contract, conflict of interest and other serious matters, a National Board of Directors member may be removed by the following process:

1. The Chairperson of the Board shall receive notice of reasons for the removal of a National Board of Directors member. In the event that the person in consideration is the Board Chairperson, the Past Chair person should receive the notice.
2. The Chairperson should present this information to the Executive Committee for discussion and vote.
3. The Executive Committee shall consider the situation and make a recommendation to the National Board of Directors.
4. The National Board of Directors should receive information regarding the situation and the recommendation of the Executive Committee within two weeks.
5. Replacement of the Board member(s) would follow the selection process and Bylaws for replacing the Board member from the group, NEC or ex officio member, as identified in [Article VII. Section 2. G].

G. Meetings

1. Notice of Meetings

Board Meetings

A calendar of face-to-face Board meeting dates (including committees, task forces, etc. when possible) will be provided by July 15 for the upcoming fiscal year.

Written confirmation of annual and regular meetings, the agenda and information relative to items of business shall be sent to directors, sent not less than two weeks in advance. The same shall apply to special meetings of the Board.

Standing Committee Preparation, Work, and Meetings

The committee chair shall assure that the discussions and actions of the committee are properly recorded and promptly distributed to its members, all members of the Board, the National Executive Council, and the Chief Executive Officer. The Chief Executive Officer, or a member of the national headquarters staff appointed by the Chief Executive Officer, shall assist each committee and serve as its secretary. Staff shall serve on committees without vote under the supervision and coordination of the Chief Executive Officer. The agenda for the nature of business of all standing committee meetings shall emphasize issues, problems and opportunities of a policy-

making nature and focus on major programs, functions and priorities of Family, Career and Community Leaders of America, Inc., rather than on administrative detail.

2. Order and Nature of Business

Board meetings shall address themselves to important matters of policy and planning and priority issues and problems, giving minimal attention and time to administrative matters. At least once a year the Board shall consider the Strategic Plan of Family, Career and Community Leaders of America, Inc.

3. Absences

Two Board meeting absences without reason acceptable to the Chairperson of the Board will be sufficient cause for termination from the National Board of Directors.

4. Attendance by Non-Directors

All National Board of Directors meetings and standing committee meetings are open to interested persons. The National Board of Directors always reserves the right to move into executive session.

5. Recording

Board and committee meetings will not be recorded.

6. Minutes

Staff will take minutes at all meetings of the Board and committees, will share a draft of the minutes with the respective Chair/Board Secretary, and see that they are distributed to the Board or committee within 2 weeks of the end of the meeting.

Minutes of Board meetings, and meetings of standing committees of the Board are available for review at national headquarters. Copies of such minutes are not publicly circulated.

Minutes of the Executive Committee meetings are available only for members of the Executive Committee and the National Board of Directors.

7. Minutes of Executive Session

When the National Board of Directors or Executive Committee goes into executive session, action taken will be noted and a summary of those actions will become a part of the minutes of the full meeting. There will be no minutes of executive sessions.

8. Voting or Meeting by Electronic Means

When deemed necessary by the Executive Committee, committees of the Board or the National Board of Directors may conduct business via email or conference call.

In convening a special Board meeting, notification of the date, time, and process for the call or email discussion will be provided to participants at least two weeks in advance, when possible.

Votes conducted by conference call or email shall follow the Bylaws in relation to quorum and majority.

H. Committees of the Board

1. Committee Chairs

Duties, Responsibilities and Authority

- Orient committee members to their roles and responsibilities.
- Prepare the committee agenda in consultation with the Chief Executive Officer or appropriate staff.
- Preside at all committee meetings or appoint a member to preside.
- Report to the National Board of Directors all recommendations of the committee.
- Create sub-committees as appropriate following Chair approval.
- The committee Chairperson shall assure that the discussions and actions of the committee are properly recorded and promptly distributed, to all members of the Board and Chief Executive Officer and on file by National Headquarters.

Management of Committees:

- a) In the month prior to each Board meeting, the Standing Committees shall participate in communication via email, conference calls or in-person to prepare for each upcoming Board meeting. This shall be initiated by the committee Chair in cooperation with the committee's national staff liaison.
- b) Prior to the committee conference call, the committee shall receive materials relevant to the call at least two weeks in advance.

2. Executive Committee

General Description

The Executive Committee is the chief vehicle of the National Board of Directors for ensuring planning for the organization. It acts on matters that require immediate attention between Board meetings, as well as on matters specifically delegated to it by the Board.

Appointment of Members and Composition of the Committee

Minimum representation on this committee is as follows:

Officers of the Board

Standing Committee Chairs
National Executive Council President
Chief Executive Officer (ex officio, non-voting)

Duties, Responsibilities and Authority

- Evaluates, revises, and recommends short-, medium- and long-term goals.
- Reviews and recommends policies regarding matters pertaining to personnel and employee relations.
- Reports all interim actions at the next regular meeting of the Board. Summary reports from the Executive Committee should be sent in writing, within two weeks following the Executive Committee meeting by the Chair/Secretary.
- Reviews and updates the Personnel Manual at least every three years to ensure efficiency and legality.
- Recommends an orientation and training program for new members of the Board of Directors.
- Serves as a resource development committee to work with staff in fundraising and financial development efforts.
- Recommends appropriate recognition for retiring Board members.

Meetings

Meetings of the Executive Committee shall be held at the call of the Board Chair at such date, time and location as the Chair may designate.

At least two weeks before each meeting, if possible, the Chief Executive Officer shall post the committee agenda and information relative to items of business. Conference call meetings shall be permissible.

3. Finance Committee

General Description

This committee is responsible for making recommendations to the Board for the overall direction and control of the finances of the organization.

Appointment of Members and Composition of the Committee

Minimum representation of 6 directors, to include the following:

Board Treasurer, Chair
Board Chair
National Executive Council Vice President of Finance, ex officio
State Family and Consumer Sciences Administrator/State Adviser

Immediate Past NEC Vice President of Finance
Vice Chair of the Board
Staff Representative(s) (ex officio, non-voting)

Duties, Responsibilities and Authority

- Reviews and recommends draft of annual budget of Family, Career and Community Leaders of America, Inc., for Board approval.
- Reviews complete monthly reports on financial matters, with comparison to budget and previous year.
- In concert with the Chief Executive Officer, explains deviations from budget that may have occurred to the National Board of Directors.
- Recommends budgets for unanticipated expenses to the Board.
- Reports to the Board other financial matters as requested.
- Reviews and recommends audit engagement letter for Board approval.
- Ensures an annual audit of the financial operations of the organization; reviews management letter and staff responses.

4. Nominating Committee

The Board Chair shall appoint an ad hoc nominating committee, when needed, to nominate candidates for officer of the Board positions, screen nominations for local FCCLA Advisers, screen nominations for the Business and Industry Board positions, for the local Administrator position, and screen all constituent and partner nominated Board positions. When requested by the Board Chair, the committee shall review and recommend selection criteria and procedure for Board membership. The committee shall be chaired by the immediate Past Chair of the Board and shall include the Vice Chair and at least one representative from each standing committee of the Board. The committee shall be dissolved when its assigned tasks are completed.

5. Communications/Membership Committee

General Description

This committee shall recommend, revise and evaluate the organization's methods for communicating with the membership and other audiences, including the general public. The committee shall ensure the initiation and continuation of an overall communications, marketing, and membership development program that is based on building and maintaining a positive image of the organization.

Appointment of Members and Composition of the Committee

Minimum representation on this committee is as follows:

Local Adviser, when possible
Business and Industry Representative

State Family and Consumer Sciences Administrator
State Adviser
NEC Representative(s)
Staff Representative(s) (ex officio, non-voting)

Duties, Responsibilities and Authority

- Recommend publications and other printed materials of the organization to ensure adequate and appropriate communication with members, advisers and other adults, related career and technical student organizations and the public
- Reviews promotional, public relations and media activities and makes related recommendations to the Board of Directors
- Reviews membership strategies and makes recommendations to the Board of Directors for strengthening student membership components
- Reviews membership strategies and makes recommendations to the Board of Directors for strengthening Alumni & Associates membership components, and Alumni Achievement Award
- Reviews the organizational marketing activities to ensure that they align with the mission of the organization and the strategic plan
- Reviews and recommends to the Board, criteria for the Distinguished Service Award and Honorary Membership Award

6. Program Committee

General Description

This committee shall recommend, review and evaluate the programs and projects of the organization. The committee shall ensure all programs and projects contain a member recognition component based on building and maintaining a positive image.

Appointment of Members and Composition of the Committee

Minimum representation on this committee should be as follows:

Local Adviser, when possible
State Family and Consumer Sciences Administrator
State Adviser
NEC Representative(s)
Staff Representative(s) (ex officio, non-voting)

Additional Board and NEC members may be appointed to the committee.

Duties, Responsibilities and Authority

- Recommends programs and projects for the organization that are based on the program of work and strategic plan
- Evaluates programs and project activities, including awards and scholarships to ensure they are meeting the needs of the organization
- Reviews existing programs and makes recommendations for revisions to the National Board of Directors
- Reviews proposed new programs and makes recommendations to the National Board of Directors
- Reviews proposed conference locations and makes recommendations to the National Board of Directors
- Reviews activities of youth leadership training and makes related recommendations to the National Board of Directors
- Ensures that the NEC is actively involved in providing leadership to regions and states
- Reviews adviser training and development for both state and chapter advisers to ensure adequate program offerings
- The Program Committee Chair shall serve on the Competitive Events Advisory Team during their term as Program Committee Chair, or appoint another representative from the Program Committee.

Section III. National Board of Directors

APPROVAL/REVISIONS

Section III.A.	APPROVED	July 1990
	REVISED	February 2002; January 2009; October 2014; October 2019; July 2020
Section III.B.	APPROVED	July 1990
Section III.B.1.	APPROVED	July 1990
	REVISED	January 1994; January 1996; February 2002; January 2009; October 2014; September 2018; October 2019
Section III.B.2.	APPROVED	July 1990
	REVISED	January 1994; January 2009; July 2012; October 2014; September 2018; July 2020
Section III.B.3.	APPROVED	July 1990
	REVISED	February 1992; January 2009; October 2014; October 2019
Section III.B.4.	APPROVED	July 1990
	REVISED	January 2009; October 2014; October 2019
Section III.B.5.	APPROVED	July 1990
	REVISED	February 1992; January 2009; October 2014
Section III.C.1.	APPROVED	January 1991
	REVISED	July 1991; February 1992; February 2002; January 2009; October 2014
Section III.C.2.	APPROVED	July 1991
	REVISED	January 2009; February 2012; October 2014; October 2019
Section III.C.3.	APPROVED	July 1990
	REVISED	July 1991; July 1995; February 2002; January 2009; January 2011; July 2012; October 2014; July 2020

Section III.C.4.	APPROVED	July 1991
	REVISED	January 2009; February 2012; October 2019; July 2020
Section III.C.5.	APPROVED	July 2012
	REVISED	July 2014
Section III.C.6.	APPROVED	July 2013
	REVISED	January 2014; October 2019; July 2020
Section III.D.	APPROVED	February 1992
	REVISED	February 2002; January 2009; October 2014; July 2020
Section III.E.	APPROVED	January 2009
	REVISED	October 2014
Section III.F.	APPROVED	January 2009
Section III.G.1.	APPROVED	July 1991
	REVISED	February 2002; January 2009; October 2014; October 2019
Section III.G.2.	APPROVED	July 1991
	REVISED	January 2009
Section III.G.3.	APPROVED	January 1987
Section III.G.4.	APPROVED	July 1991
Section III.G.5.	APPROVED	July 1988
	REVISED	October 2014; October 2019
Section III.G.6.	APPROVED	January 1989
	REVISED	January 2011; October 2014
Section III.G.7.	APPROVED	January 1989
	REVISED	February 1991

Section III.G.8.	APPROVED	January 1990
	REVISED	October 2019
Section III.G.9.	APPROVED	January 1990
	REVISED	January 2009
Section III.H.1.	APPROVED	May 1990
	REVISED	February 2002; January 2009; October 2014; October 2019
Section III.H.2.	APPROVED	May 1990
	REVISED	February 1992; January 1994; January 1996; January 2009; October 2014; July 2020
Section III.H.3.	APPROVED	May 1990
	REVISED	February 1991; January 1994; January 2009; October 2014
Section III.H.4.	APPROVED	July 1992
	REVISED	January 2009; July 2012; October 2019
Section III.H.5.	APPROVED	May 1990
	REVISED	February 1991; January 1994; February 2002; January 2009; February 2012; October 2014; September 2018; October 2019
Section III.H.6.	APPROVED	May 1990
	REVISED	February 1991; February 1992; January 1994; February 2002; January 2009; February 2012; July 2012; October 2014; September 2018; October 2019

IV. Non-Dues Revenue

A. National Foundation

The National Foundation no longer exists and is not recognized by the Virginia Secretary of State or the Internal Revenue Service.

B. Sponsors

Sponsors and partners include organizations, businesses, foundations, and institutions that support the work of FCCLA.

C. Contracts and Grants

The organization will accept contributions from tobacco/alcohol companies, which are the parents of a conglomerate so long as the division making the contribution is acceptable.

D. Advertising and Exhibits

1. Guidelines for Advertising and Exhibit Sales

To protect members from needless exposure to products that may be harmful or that promote socially unacceptable behavior, the National Board of Directors has approved the following guidelines for advertising and exhibit sales:

No advertising and/or exhibit sales may be accepted by the organization for products/services specifically involving:

- alcoholic beverages
- tobacco and other drugs
- contraceptive devices/products

Advertising/exhibits featuring products not listed above but paid for by a parent company (i.e., an ad for peanut butter manufactured by a cigarette company) may be accepted.

Advertising/exhibits promoting public service type activity (i.e. an ad that espouses the pitfalls of underage drinking paid for by an alcoholic beverage manufacturer) may also be accepted.

All advertising/exhibit materials that promote and/or provide information on products/services that portray Family, Career and Community Leaders of America, Inc., contrary to its image as outlined in the official organizational case statement will not be accepted.

In all instances where doubt exists as to the appropriateness of advertising/exhibit materials, the Chief Executive Officer shall make the final decision.

2. Exhibits

The National Board of Directors of Family, Career and Community Leaders of America, Inc., recognizes that the successful development and implementation of a professionally run exhibit at its national meetings can assist the organization in achieving its mission and goals as outlined in the Bylaws by providing a variety of educational opportunities to the organization's members and advisers.

TYPE

The Family, Career and Community Leaders of America, Inc., exhibit shall provide attendees with opportunities to learn about the careers, products and services available through participating firms.

GUIDELINES FOR OPERATION

Firms participating in the FCCLA exhibit shall not market, advertise or demonstrate products that are alcohol, drug, or contraceptive related.

The FCCLA exhibit shall be open to registered attendees of the National Annual Conference and National Fall Conference at which the exhibit is held.

The FCCLA Chief Executive Officer or designee shall be responsible for the development, management, and operation of the exhibit and its annual budget shall be included in the organization's annual budget and program of work.

Section IV. Non-Dues Revenue

APPROVAL/REVISIONS

Section IV.A.	APPROVED	May 1987
	REVISED	February 1991; January 1994; February 2002; January 2009; October 2014
Section IV.B.	APPROVED	June 2024
Section IV.C.	APPROVED	July 1989
	REVISED	October 2019
Section IV.D.1.	APPROVED	July 1993
	REVISED	January 2009; October 2014
Section IV.D.2.	APPROVED	January 1993
	REVISED	January 2009; October 2014; October 2019; July 2020

V. National Executive Council

A. Officer Uniforms

National officers will wear the official FCCLA uniform whenever they are representing the organization in their capacities as national officers.

The official blazer is red.

The official FCCLA uniform will contain only the gold FCCLA officer pin and guard and no other organization's pins will be represented.

Black skirt, sheath dress, or dress slacks are to be worn with the official blazer.

B. Meetings of the National Executive Council

Joint NEC/BOD Meetings

The National Executive Council shall meet concurrently with the National Board of Directors, keep each other informed and participate in the decision-making process through its representatives on the Board.

The Board shall assure that council members are represented on committees of the Board and shall bring before the Board and council for joint action, major policies and decisions that affect the operation of the organization and the membership as a whole.

The implementation of programs and policy development of FCCLA is a youth/adult partnership.

C. Nominations and Election of Officers

A list of national officer candidates, together with the qualifications of the candidates, shall be made available by the national headquarters to the voting delegates prior to, or on the first day of the National Annual Conference.

a) Campaigning, Distribution of Paraphernalia, Use of Electronic Devices, and Campaign Violations

i. Campaigning

National Officer Candidates and/or their supporters may openly share that the candidate is running for a National office and may address the candidate's qualifications both verbally and in writing (e.g. social media). National Officer Candidates and/or their supporters must never make disparaging statements about another candidate.

ii. Distribution of Paraphernalia

National Officer Candidates and/or their supporters must not purchase, create, or distribute any physical paraphernalia supporting the candidate, including but not limited to: business cards, brochures, stickers, etc. In order to avoid the appearance of distribution of paraphernalia, candidates may not trade state pins with any participants at the National Annual Conference until the election is over.

iii. Use of Electronic Devices

National Officer Candidates are prohibited from using electronic devices (cell phones, tablets, etc.) during National Officer Candidate election sessions at the National Annual Conference.

All voting delegates are prohibited from using electronic devices (cell phones, tablets, etc.) during the Business Session.

The purpose of this policy is to prohibit communication or the sharing of resources between officer candidates, spectators, and/or voting delegates, which might give the candidate an unfair advantage during the election process.

iv. Campaign Violations

If a member or adviser of Family, Career and Community Leaders of America has evidence that a National Officer Candidate and/or their supporters, Nominating Committee Member, or Voting Delegate has violated these policies; such violation must be reported, in writing, via email to leadership@fcclainc.org prior to the close of the voting process.

The chapter and state adviser of the member will be notified that a panel of five consisting of the Officers of the National Board of Directors (past chair, chair, and vice chair), immediate past president, and immediate past vice president of finance will jointly investigate the allegation(s) and allow the candidate, Nominating Committee member or Voting Delegate a hearing to address the allegations if further action is deemed necessary. If the review panel determines the National Officer Candidate and/or their supporter(s), a Nominating Committee Member, or a Voting Delegate has violated this policy, that individual may be removed from the election process and/or the candidate may be disqualified from election. The decision of the review panel is final.

b) Qualifications

To be eligible to run for national office, candidates must meet the following criteria:

1. Candidates must have completed a minimum of one year of Family and Consumer Sciences education in order to run for national office. The one year of Family and Consumer Sciences education (FCS) must be verified

on an official middle school and or secondary transcript. The candidate must be nationally affiliated by March 1.

2. An official transcript that indicates candidate's cumulative grade point average on a 4.0 non-weighted scale must be included with the application. Candidates must have a cumulative grade point average of 3.0 for the three previous semesters.
3. The National Officer Candidate's chapter adviser, school administrator or other school official, and state adviser must sign appropriate forms and support the candidate running for office.
4. The National Officer Candidate must sign and date the Code of Conduct Agreement and Code of Ethics Agreement.
5. National Officer Candidates must stay in an official National Annual Conference hotel.
6. National Officer Candidate applications become the property of national headquarters.

D. National Executive Council Advisers

Participation

Members of the National Executive Council Advisers (NECA) shall be invited to attend part of the fall NEC meeting at national headquarters. Travel and expenses will be paid for their attendance at this meeting and the National Annual Conference.

Section V. National Executive Council

APPROVAL/REVISIONS

Section V.A.	APPROVED	January 1993
	REVISED	May 2014; October 2014
Section V.B.	APPROVED	July 1991
	REVISED	January 2009
Section V.C.	APPROVED	July 1991
	REVISED	July 1997; January 2004; January 2009; February 2012; February 2014, January 2016; January 2018; October 2019; July 2020; August 2023
Section V.D.	APPROVED	January 1996
	REVISED	July 2000; January 2009

VI. National Headquarters Staff

A. Chief Executive Officer

1. Relationship to the National Board of Directors

Within the limits of the Bylaws, the Chief Executive Officer is responsible and has commensurate authority to accomplish the duties set forth below:

- Attends all meetings of the National Board of Directors and Executive Committee. Communicates Board and Executive Committee decisions to the staff.
- Ensures the National Board of Directors are kept informed quarterly (minimum) on the conditions and operations of the organization.
- Ensures that ideas for programs that will further the goals and objectives of the organization are presented to the Board and is responsible for implementing policies adopted by the Board.
- Prepares semi-annual FCCLA updates for ACTE, AAFCS, LEADFCS Education, and FCSEA meetings upon request.
- Prepares, in conjunction with the Board Chair, an annual report on the status of the organization to be presented to the Board, a summary of which shall be put on the website.
- In cooperation with the Treasurer and the Finance Committee, develops an annual budget, which, after approval by the committee, is presented by the treasurer to the National Board of Directors. Operates within the approved budget and sees that the finances of the association are audited annually.
- Ensures that sound standards and policies are in place and being followed for the financial security of the organization.
- Is responsible to the National Board of Directors and, through the Board, to the membership for seeing that the programs and policies of the organization reflect the needs and aspirations of the membership, and that, once approved, are implemented.
- Is an ex officio member of all standing committees, without vote.
- Consults with and advises the Board Chair(s) and appropriate committee Chairs on all matters about association policies, programs and finances, as applicable.
- Functions as the chief administrative officer of the organization and as liaison between the National Headquarters Staff and the Board, the National Executive Council, state supervisors, state advisers, and the membership.
- Develops an annual travel plan and budget and operates within the approved budget.
- Conducts Board business and communicates in a professional manner.

- Assures that Board communications occur in accordance with Board policy [Section III.G.1.].
- Prepares an annual report summarizing their performance goals and accomplishments. The annual performance report will be distributed with the Chief Executive Officer's evaluation instrument by May 15.
- If a formal complaint or grievance is filed in writing against FCCLA or any FCCLA staff member, the Chief Executive Officer shall notify the Board Chair in writing.
- The Chief Executive Officer job description is reviewed/updated annually and kept on file with Human Resources and the Board Chair.

2. Annual Performance Evaluation

There shall be an annual performance evaluation of the Chief Executive Officer prior to the close of the fiscal year. The evaluation shall be conducted by the Officers of the Board.

Input shall be sought from members of the Board through a form approved and updated as necessary by the Executive Committee.

The Chief Executive Officer's contract terms are recommended by the Officers of the National Board and are subject to approval by the National Board of Directors.

The Chief Executive Officer's contract terms are determined by the process outlined in Policy III, Section B. 1, 2, 4, and 5 and Section H:

The Chair leads the Board in establishing performance goals and conducting an annual performance evaluation of the Chief Executive Officer prior to the close of the fiscal year using the following process:

- The Past Chair reviews the annual Chief Executive Officer's performance evaluation instrument based on previous evaluation results and performance goals set by the Board, and in consultation with legal counsel, if necessary. The performance evaluation instrument is housed on the National Board of Director Survey Monkey account: FCCLA_BOD
- The Past Chair provides the performance evaluation instrument to the Board Chair by May 1.
- The Board Chair distributes the evaluation instrument to the full Board and to the Chief Executive Officer by May 15.
- In addition, the Board Chair may request up to 15 additional names from the Chief Executive Officer for distributing the evaluation instrument. This list can include but is not limited to staff, State Advisers, Chapter Advisers, industry partners and educational leaders.
- All responses to the evaluation instrument must be completed by June 1.

- The Chair reviews with the Chief Executive Officer the results of the performance evaluation, in conjunction with the Vice Chair and Past Chair.
- Based on the performance evaluation and in conjunction with the Vice Chair and the Board Chair, the Chief Executive Officer establishes performance goals for the coming year.

In addition, during a contract year,

- The Treasurer researches the Chief Executive Officer's contract terms, including salaries and benefits, of comparable associations, prior to FCCLA Chief Executive Officer contract or salary negotiations. This will be distributed to the Board with the performance evaluation instrument and the Chief Executive Officer's performance report by May 15.
- The Chair leads the Board in identifying recommendations for contract negotiations.
- In consultation with legal counsel, the Chair negotiates the Chief Executive Officer's contract in conjunction with the Vice Chair and Past Chair.
- The Chief Executive Officer's contract is approved by the National Board of Directors.

3. Policy of Search Committee for Chief Executive Officer

Guidelines for Selection of a New Chief Executive Officer

- a. The Task Force shall be appointed by the Chair of the National Board of Directors.

This Task Force shall be led by the Chair of the National Board of Directors and shall consist of two (2) FCCLA members, two (2) chapter advisers, one (1) teacher educator and one (1) state administrator, two (2) state advisers and two (2) additional individuals that may offer expertise and advice in the process.

- b. This Task Force shall have the power to do the following:
- Advertise the position to all potential applicants
 - Narrow down the candidates to 5-6 individuals
 - Meet prior to the interviews to determine the questions that will be asked of the candidates
 - Interview those 5-6 individuals
 - Narrow down the final 5-6 individuals to 2 or 3 candidates for full Board interviews and approval at the next Board meeting
- c. At the time the candidate slate is submitted to the Board, the Task Force must identify and rank their top alternatives. If only one candidate from the slate is available for the Board interview and if there are no suitable alternatives, then the Task Force will reinstate the search process. If there is no Chief Executive Officer in place at any time during the search process, then the Board will consult with an outside management firm to secure an interim director.

- d. Any Board member seeking to be a candidate for a national staff position shall immediately resign from the Board, and the vacancy procedure for that position shall be engaged.

B. Personnel Files

The Chief Executive Officer and Chief of Staff will keep personnel files for all staff.

C. Serving on Board Committees

Staff shall serve on committees without vote under the supervision and coordination of the Chief Executive Officer. As staff and committees work together, it is important to distinguish between the policy development of the committee and the administrative role of the assigned staff member assigned. While the two roles are different, they are mutually dependent for the successful functioning of each Board committee. Staff responsibilities for serving on committees include the following:

- Planning session with the Chair in advance of each meeting
- Preparation of materials and information for meetings
- Notification of committee meetings to its members according to policy on behalf of the Committee Chair
- Notification of the committee's actions and requests to appropriate parties as directed or needed
- Presentation of proposals for committee consideration
- Review of programs and functions of the staff member's department as requested by the committee or called for on the approved agenda
- Advice to the chair and the committee for the most effective functioning of the committee

At all times, staff must recognize standing committees are committees of the Board. Staff must advise, inform, help, stimulate and guide committees, but not dominate their deliberations nor make their decisions.

D. Periodic Review of the Organization

To assure that every aspect of the operations and management of Family, Career and Community Leaders of America, Inc., is performed with due effectiveness and within the policies laid down by the National Board of Directors, there shall be conducted a periodic evaluation and review of the state of the organization emphasizing progress toward major goals and objectives. These evaluations shall be made up of:

- a) the management of the organization with special reference to the office of the Chief Executive Officer and the national headquarters staff
- b) the program and projects of Family, Career and Community Leaders of America, Inc.
- c) the membership of the organization and membership promotion, fulfillment and dues
- d) the financial and business affairs of the organization
- e) the communications, public relations and development functions of the organization
- f) the Board operation and Chief Executive Officer effectiveness
- g) the annual fundraising and financial development plans and goals
- h) the relevance and effectiveness of the Board composition

Section VI. National Headquarters Staff

APPROVAL/REVISIONS

Section VI.A.1.	APPROVED	May 1990
	REVISED	January 1994; February 2002; January 2009; January 2013; October 2014; January 2017, July 2018; October 2019; July 2020, August 2022
Section VI.A.2.	APPROVED	January 1996
	REVISED	January 2009; October 2014; September 2018; October 2019; July 2020
Section VI.A.3.	APPROVED	January 2007
	REVISED	January 2009; October 2019
Section VI.B.	APPROVED	January 1987
	REVISED	January 1994; October 2014; July 2020
Section VI.C.	APPROVED	May 1987
	REVISED	January 2009; July 2013; October 2014; July 2020
Section VI.D.	APPROVED	January 1993
	REVISED	January 2009

VII. Fiscal Management

A. Audit

There shall be an independent audit of the annual financial statements by a Certified Public Accounting firm.

A representative from this independent accounting firm shall present and review the audited statements with the Finance Committee at its mid-year meeting.

The Finance Committee of the organization shall serve as its audit committee and receive the auditor's report.

B. Authority to Borrow Funds

The National Board of Directors of Family, Career and Community Leaders of America, Inc., has the sole authority and responsibility to borrow funds or cause funds to be borrowed on behalf of the organization.

The National Board of Directors may, upon a majority vote, authorize the Chief Executive Officer to enter into negotiations to borrow funds from lending institutions.

The Chief Executive Officer will present the results of negotiations and their recommendation(s) to the Executive Committee of the National Board of Directors.

The Executive Committee of the National Board of Directors will act on the recommendation(s) and if approved, will authorize the Chief Executive Officer to execute the required documents on the Board's behalf. Once the National Board of Directors approves the renewal of the line of credit, the Chief Executive Officer, with approval of the Treasurer, shall borrow and pay off the line of credit as needed.

C. Bank Deposits

Deposits at any one federally insured financial institution should not exceed the maximum amount that would be federally insured.

D. Capital Expenditures

Capital expenditures are those items, when purchased, which are classified as assets and are used in the continuing operations of the association over a number of years. These items are known as depreciable assets. Examples of depreciable assets are:

- carpeting
- office furniture
- computer equipment

- copying equipment

It is the policy of Family, Career and Community Leaders of America, Inc., to capitalize (record on the balance sheet) the purchase of depreciable assets in amounts over \$500; and, that the Chief Executive Officer shall request prior approval from the Treasurer on all unbudgeted capital expenditure purchases in excess of \$5,000, with the further limit not to exceed an aggregate of \$20,000 in any one fiscal year.

The final liquidation of assets is covered by the Bylaws.

Disposal of real assets (i.e., land and buildings) must be approved by the National Board of Directors. Disposal of other depreciable assets (i.e., furniture and equipment) must be approved by the Chief Executive Officer.

E. Contingency Reserve

The organization targets a reserve amount equal to 50% of the annual operating budget.

F. Investments

The purpose of the Reserves Policy for Family, Career and Community Leaders of America, Inc. (FCCLA) is to ensure the stability of the mission, programs, employment, and ongoing operations of the organization and to provide a source structure of internal funds for organizational priorities such as program opportunity. The investment policy statement approved in 2025 is appendix K in this document.

Definitions and Goals:

- 1. Short-Term Reserve Fund** - The Short-Term Reserve fund is intended to provide an internal source of funds for situations such as a sudden increase in expenses, one-time unbudgeted expenses, unanticipated loss in funding, or uninsured losses. Operating Reserves are not intended to replace a permanent loss of funds or eliminate an ongoing budget gap. It is the intention of FCCLA for Short-Term Reserves to be used and replenished within a reasonably short period of time.

The amount to be designated as Short-Term Reserves will be established in an amount sufficient to maintain ongoing operations and programs measured for a set period of time, measured in months. The Short-Term Reserves serves a dynamic role and will be reviewed and adjusted in response to both internal and external changes. The target minimum Short-Term Reserves Fund is equal to six months of average operating costs. The calculation of average monthly operating costs will be based off of budgeted expenses, adjusted for known unbudgeted expenses.

The amount of the Short-Term Reserves Fund target will be calculated each year after approval of the annual budget and will be included in the regular financial reports.

Funds in excess of the Short-Term Reserve Fund target will be transferred to the Long-Term Reserve Fund on an annual basis.

2. **Long-Term Reserve Fund** - The Long-Term Reserve Fund is to provide secure, long-term funding for the mission of FCCLA, in excess of the Short-Term Reserve Fund. These funds are to be used only if the funds in the Short-Term Reserve funds have been exhausted. Use of the Long-Term Reserves will require approval of both the Treasurer and Board Chair.

The minimum amount to be designated as Long-Term Reserves will be established in an amount sufficient to ensure the continued success of FCCLA. Initially, FCCLA will want to maintain a Long-Term Reserve balance equal to the annual operating budget. Once FCCLA has reached this minimum, on an annual basis, FCCLA will increase the minimum Long-Term Reserve fund target amount by three months. Changes to the annual target increase will need to be approved by the Finance Committee.

3. **Capital Reserve Fund** - The net proceeds of the sale of the property at 1910 Association Drive was deposited in the Capital Reserve Fund. The Capital Reserve Fund is to provide permanent funding for the mission of FCCLA. Interest earned on this fund may be used for operating activities, but the principal can only be used for the purchase of a new National Headquarters or other large capital projects as approved on by the Board.

Transfers:

When funds in FCCLA's general operating account exceeds \$600k, the Finance Director, with oversight and approval provided by the Chief Executive Officer, shall perform a cash analysis to determine an appropriate amount of funds to transfer into the Short-Term or Long-Term Reserve funds. The cash analysis should take into consideration expected cash expenses within a 3-6-month timeframe and anticipated cash receipts over the same timeframe.

Reporting and Monitoring:

Each fund should be maintained in its own separate investment account, but they can be under the control of the same investment manager or firm. The Finance Director, with oversight provided by the Chief Executive Officer, is responsible for ensuring that the Reserve Funds are maintained and used only as described in this Policy. Upon approval for the use of Reserve Funds, the Finance Director, with oversight provided by the Chief Executive Officer, will maintain records of the use of funds and plan for replenishment, if required. They will provide regular reports to the Finance Committee of progress to restore the Fund to the target minimum amount, if required.

Review of the Policy:

At a minimum, this Policy will be reviewed on an annual basis by the Finance Committee, or sooner if warranted by internal or external events or changes, in conjunction with the review of the Investment Policy.

For purposes of this policy, investments will be separated between “operating reserves” and “long-term reserves.”

Operating Reserves

Purpose: To ensure Family, Career and Community Leaders of America, Inc., has adequate cash on hand to meet operating expenses.

Investment Objective: Preservation of Capital, Liquidity

Investment Guidelines:

- Time Frame – One year or less
- Allowable Investments – Cash equivalents, money market funds, bank repurchase agreements, US Government obligations, Agency obligations, High quality commercial paper (A1/P1), federally insured certificates of deposit
- Credit Quality – Money market funds invested in AAA quality assets, Commercial Paper rated A1/P1, Bank repurchase agreements 102% collateralized, CD’s at institutions rated A or better.

Performance Standards: Exceed 91 T-Bill rate, exceed CPI by 2%

Reporting: Monthly reporting of assets, transactions, and income earned.

Long-Term Reserves

Purpose: To ensure financial stability, income to support programs, ongoing growth of reserves.

Investment Objective: Long-term appreciation of assets and consistency of total return; maximize return without exposure to undue risk.

Investment Guidelines:

- Time Frame – More than one year
- Allowable Investments – Mutual funds investing in equities and/or fixed income investments.
- An average credit quality for the fixed income portion of BBB or better.

Performance Standards: Equity portion outperforms S&P 500, fixed income outperforms CPI by 2%.

Reporting: Monthly reporting of assets, transactions and income earned; annual reporting of performance standards. The investment adviser meets with the Finance Committee annually typically in conjunction with the annual National Board of Directors Meeting.

Asset Allocation

Operating Reserves: 100% cash equivalents and short-term fixed income obligations.

Long-Term Reserves:

Cash Equivalents	0%-20%
Fixed Income	20%-60%

Equities 20%-75%

The Chief Executive Officer, upon approval of the Finance and Budget Committee, shall be permitted to enlist an outside investment agency for the purpose of managing investment funds.

G. Access to Financial Information

The financial statement of all income and expenditure shall be prepared by the national headquarters staff and sent to the Treasurer to distribute to the National Board of Directors monthly. A financial summary is presented by the National Executive Council Vice President of Finance at the Business Session of the National Annual Conference.

A summary statement of revenue and expenses are included each year on the FCCLA member portal following approval of the annual audited financial statements by the National Board of Directors. Copies of the approved budget are available at all meetings of the National Board of Directors. Specific bills paid or anticipated is information available only to the Finance Committee and the National Board of Directors.

H. Solicitation of Bids

The Family, Career and Community Leaders of America, Inc., is committed to obtaining quality products and services at competitive prices. To assist in assuring fair and equitable contracting activities in accordance with generally accepted accounting principles, the organization adheres to a bid solicitation procedure.

For all purchase or service contracts over \$10,000, three independent bids shall be solicited from potential vendors/suppliers.

The bidding process shall be blind in that one vendor shall not be informed of another's bid.

The vendor/supplier with the lowest bid that meets the organization's specification as determined by the department director and Chief Executive Officer shall be awarded the contract. Lowest price alone does not prevail.

All contracts shall be put out to bid on a regular 3-5-year interval basis. Contract duration will not exceed five years.

The Chief Executive Officer shall settle any questions that may arise in connection with the bidding policy.

I. Travel Reimbursement Guidelines for all Stakeholders

Members of the Family, Career and Community Leaders of America, Inc., National Board of Directors, National Executive Council, national headquarters staff, and other authorized Family, Career and Community Leaders of America constituents, traveling on official Family, Career and Community Leaders of America, Inc., business are reimbursed for claimable expenses in accordance with the annual program of work and program budget.

The purpose of this policy is two-fold:

1. to assure that the organization's resources are allocated and accounted for in as efficient and effective a manner as possible; and,
2. to assure that those staff members, Board and NEC members and others traveling on behalf of the Family, Career and Community Leaders of America, Inc., are reimbursed for their efforts in a fair and equitable manner.

This travel policy specifically addresses reimbursement for three categories of travel: transportation, meals, lodging, and miscellaneous expenses.

Prior approval must be obtained for reimbursement of expense items that are not specifically covered in this policy.

Local and out of town travel shall be done using the most expedient mode of transportation. Transportation expenses are fully reimbursable under the following guidelines:

Reimbursement requests for "travel expenses" need to be submitted within thirty (30) days of the event (Board members should submit their requests to the Senior Executive Manager at FCCLA National Headquarters.)

TRANSPORTATION

Air, rail, and bus transportation shall be reimbursed for standard on an economy-class tickets only. Family, Career and Community Leaders of America will not reimburse expenses for seat upgrades unless prior approval is obtained. Requests for upgrades will be considered if they are necessary to ensure the safety and convenience of the passenger. In cases where economy-class seats are unavailable or the price difference to business class is minimal, approval for business-class travel may be granted.

Travel by car shall be reimbursed at the Federal Government's current rate. Reimbursement for long-distance travel by car may not exceed the cost of economy airfare.

Use of rental cars on certain business trips may be necessary and should be approved prior to the beginning of the trip.

Ground transportation between the airport and hotel on arrival and departure days shall be reimbursed if claimed on the expense form.

The Federal Government Per Diem rate is used for all travel. Receipts are to be attached to the expense reimbursement form. When a meal is provided by the organization, its cost may not be claimed on the expense form.

Moderately priced accommodations are to be secured when traveling on Family, Career and Community Leaders of America's authorized business. Rooms are to be reserved on a single occupancy basis and charges will be reimbursed accordingly. Incidental charges (phone calls, photocopying, etc.) will be the traveler's responsibility and will be reimbursed (in accordance with current policy) when the expense form is submitted.

It is recognized that at times it is necessary to conduct organization business over a mealtime. Legitimate claims, based on judgment and discretion will be reimbursed by Family, Career and Community Leaders of America, Inc. Receipts for such occasions must be submitted with the expense form. When these occasions involve staff members, it is recommended that prior approval be requested from the appropriate department director or Chief Executive Officer.

Reimbursement expenses for National Staff, National Executive Council, National Board of Directors and others traveling on behalf of FCCLA, Inc.:

Tips/Gratuities: Fully reimbursable up to 20% of the bill

Parking/Tolls: Fully reimbursable Baggage Fees: 1 bag roundtrip

Receipts Required: All expenses over \$50

J. Purchase Orders

Purchase orders or credit card authorization must be completed and approved before placing orders for all budgeted non-contracted purchases in accordance with the following schedule if the approver is not the person placing the order:

Amount of Purchase	Approval Needed
Up to \$499	Manager
\$500 - \$1,000	Above Plus Department Director
\$1,001 - \$5,000	Above Plus Chief of Staff
over \$5,000	Above Plus Chief Executive Officer

The purchase order will be attached to the invoice or receipt in bill.com for approval of payment.

Invoices without purchase orders will not be paid unless approved by the Department Director and the Chief of Staff. Purchase orders for non-budgeted items must be approved in advance by the Chief Executive Officer in accordance with Board policy.

K. Reimbursement of Membership Fees for Professional Staff

Membership dues for professional staff in organizations, which are related to their job function, may be reimbursed with the prior approval of the Chief Executive Officer. Dues in organizations related to the profession of Family and Consumer Sciences may be reimbursed if an employee's membership results in savings to the organization for attendance at meetings required by the organization.

L. Annual Surplus Allocations

The National Board of Directors, in conjunction with the Finance Committee, will decide how surplus funds should be allocated.

M. Requirement of Payment for Outstanding Invoices

Chapters with outstanding invoices cannot affiliate or register for conferences/events until all outstanding invoices are settled. Affiliation Invoice voiding will only be available if all of the following conditions occur:

- Notice must be sent to FCCLA in writing no later than 30 days after the invoice has been created.
- A formal Invoice Adjustment that is signed as approved by the State Adviser will be required to void the state portion of the invoice in full.
- Partial Affiliation Invoice voiding may be considered after the 30-day deadline for first-year advisers.
- For chapters that have not affiliated in the prior year, but have an outstanding affiliation invoice.
- In excess of one year, FCCLA will grant a reduction in prior year dues equal to the percentage forgiven by the State Association.

See Appendix J

N. Prepaid Expense Policy

Purpose

This policy establishes a consistent method for identifying, recording, and amortizing prepaid expenses. The intent is to ensure proper matching of expenses with the periods in which they provide economic benefit, in accordance with accrual accounting standards.

Definition

A prepaid expense is a payment made in advance for goods or services that will be consumed over a future period. Examples include insurance premiums, software subscriptions, rent, and service contracts.

Prepaid Threshold

Prepaid expenses will be recorded as current assets on the balance sheet and amortized over the benefit period only if both of the following conditions are met:

- The total amount of the prepayment is \$500 or more, and
- The benefit period extends beyond 30 calendar days from the date of payment.

If either condition is not met, the expense will be recognized in full at the time of payment.

Recognition and Amortization

- Qualified prepaid expenses will be initially recorded to a Prepaid Expenses asset account.
- The expense will be amortized monthly on a straight-line basis over the benefit period.
- Amortization entries will be reviewed and posted monthly by the accounting team.

Review and Oversight

This policy will be reviewed annually by the Finance Director to ensure continued alignment with accounting standards and the organization's operational needs.

Section VII. Fiscal Management

APPROVAL/REVISIONS

Section VII.A.	APPROVED REVISED	January 1991 October 2014; October 2019
Section VII.B.	APPROVED	July 1990
Section VII.C.	APPROVED REVISED	January 1987 January 2009
Section VII.D.	APPROVED REVISED	July 1989 January 2009
Section VII.E.	APPROVED	January 1990
Section VII.F.	APPROVED REVISED	July 1989 February 1992; January 1995; January 1997; October 2000; January 2004; October 2019; July 2020; June 2021, August 2022
Section VII.G.	APPROVED REVISED	July 1989 January 1994; January 2009; January 2011; July 2014; July 2020, August 2022
Section VII.H.	APPROVED REVISED	July 1990 January 2009; October 2019; July 2020, August 2022
Section VII.I.	APPROVED REVISED	July 1990 January 2009; January 2013; October 2014; October 2019; August 2023; August 2025
Section VII.J.	APPROVED REVISED	July 1989 October 2014; October 2019; July 2020; April 2022, August 2022; August 2025
Section VII.K.	APPROVED	July 1991
Section VII.L.	APPROVED REVISED	July 1995 October 2014
Section VII.M.	APPROVED REVISED	September 2015 November 2018; October 2019
Section VII. N.	APPROVED	July 2025

VIII. Ethics

A. Ethics Statement

All members of the Board, National Executive Council, committees of the Board and employees of FCCLA, Inc., shall follow a Code of Ethics developed by the Board and reviewed annually by the Board. [Article XI, Section I]

The ethics statement will be explained to all new Board members in detail at the new Board orientation or first Board meeting and each person will be required to sign a statement agreeing to abide by the ethics statement.

See Appendix F

B. Conflict of Interest

A situation involving conflict of interest in which a business arrangement to which a director may directly or indirectly be a party shall be subject to the following: full disclosure to the Board duly reported in minutes of the meetings, nonparticipation by any director in the decision affecting any relationship, opportunity for free discussion for proposed or existing arrangements in Board and committee meetings with the consideration of alternative options and reports on services contracted.

Any Board member seeking employment at FCCLA shall be required to resign from the Board of Directors upon submission of their application of employment.

National Board of Directors members serve as directors of FCCLA as a whole and not solely as a representative of any other body. The interest of FCCLA shall be the primary focus of members of the Board of Directors, while taking into consideration the various interests of other bodies.

Any suspected conflicts of interest shall be communicated to the Chairperson of the Board of Directors and discussed by the Executive Committee prior to Board action.

See Appendix G

C. Confidentiality

See Appendix H

D. Whistleblower

See Appendix I

Section VIII. Ethics

APPROVAL/REVISIONS

Section VIII.A.	APPROVED	January 1988
	REVISED	October 2014
Section VIII.B.	APPROVED	July 1991
	REVISED	January 2009; October 2014
Section VIII.C.	APPROVED	October 2014
Section VIII.D.	APPROVED	October 2014

IX. Protection of Rights and Human Subjects

A. Alcohol Policy

No alcoholic beverages or narcotics in any form shall be possessed by FCCLA members at any time, under any circumstances. Further, no alcoholic beverages will be served at official FCCLA events where students are present.

Adults in attendance are encouraged to follow the policy, which governs members.

B. Disaster Plan

The Family, Career and Community Leaders of America, Inc. has a disaster plan that safeguards invaluable paper, computer database, the building and its employees.

Back-up copies of the database are maintained off-site.

Duplicate electronic storage files are kept in two separate data bases to house minutes of the Board and committee meetings, audits and other important historical documents.

An emergency response plan at national headquarters should be available in the event of a terrorist attack or other emergency situation.

C. Crisis Plan

The organization shall develop and communicate to Board members and state associations (and advisers) a crisis plan for national events which might include: appointed spokespersons to the media, evacuation plans, lock down procedures, notification of parents, accessible medical forms, and information and other plans to assist the management of a crisis situation, terrorism, student endangerment or run away students. This crisis plan shall be updated regularly.

D. Document Retention

See Appendix J

E. Equal Opportunity Employer

This organization grants equal employment opportunities to all qualified persons regardless of race, religion, color, sex (including pregnancy, gender identity, and sexual orientation), parental status, national origin, age, disability, family medical history or genetic information, political affiliation, military service, or other non-merit-based factors. These protections extend to all management practices and decisions, including

recruitment and hiring practices, appraisal systems, promotions, and training and career development programs.

It is the intent and desire of the National Board of Directors that equal opportunities be provided in recruitment, selection, salary, promotion, benefits, privileges, and all other terms and conditions of employment.

All employees must provide proof of citizenship or legal work status.

F. Gender

Official Dress

The FCCLA official dress is worn for National FCCLA activities per the dress code as outlined. Students may select the attire that best fits the gender with which they identify. This is a personal choice as long as the FCCLA guidelines are followed. This also applies to the dress code guidelines for FCCLA conferences.

Conference Housing

Regarding conference housing of students, FCCLA will respect the decisions of local school divisions and state associations with regard to recognition of a student's gender identification and how students are housed at state or national FCCLA events. The organization will abide by the guidelines or policies of FCCLA state associations, state departments of education and local school districts. Our main priority is that all FCCLA members feel informed, safe, respected and comfortable.

G. Special Needs

Family, Career and Community Leaders of America, Inc., upon sixty (60) day notice to its national headquarters in advance of any of its scheduled events, will work with--affiliated state associations, chapters, schools, or families to locate and obtain the services of an aide, assistant, interpreter, nurse, or other person whose assistance would enable a member with special needs to participate fully in the scheduled event. The national staff will identify service options that will be funded by the local school district. Federal funds are typically available to school districts for this purpose.

H. Research

FCCLA will not participate in any research that would have actual or potential unacceptable risks to students or adults.

I. Sexual Harassment Policy

The Family, Career and Community Leaders of America (FCCLA) oppose sexual harassment of any kind. Sexual harassment of students is a real and serious problem in education at all levels. It can affect any student, regardless of sex, race, or age. Sexual harassment can threaten a student's physical or emotional well-being, influence how well a student does in school, and make it difficult for a student to achieve his or her career goals. Moreover, sexual harassment is illegal – Title IX of the Education Amendments of 1972 (Title IX) prohibits sex discrimination, including sexual harassment.

Title IX protects students from unlawful sexual harassment in all school programs or activities, whether they take place in the facilities of the school, on a school bus, at a class or training program sponsored by the school at another location, or elsewhere. Title IX protects students from sexual harassment, regardless of who the harasser is.

FCCLA activities are integral to local school instructional programs in Career and Technical Education and are a responsibility of the state. Therefore, the sexual harassment policies and procedures in effect in a student's home school or schools last attended are the means by which sexual harassment issues at FCCLA events will be addressed*.

If a student believes that sexual harassment has occurred, while participating at a nationally sponsored FCCLA event or activity, the student is strongly encouraged to report the incident immediately to: 1) the State Adviser responsible for FCCLA activities in the student's home state; 2) the student's school principal; or 3) the Chief Executive Officer of FCCLA. Harassment issues reported to the FCCLA Chief Executive Officer will be referred to the students' school administrator(s) and local law enforcement as it may be necessary.

**This Sexual Harassment Policy is adapted from the Policy of the National Coordinating Council of Career and Technical Student Organizations. (NCC-CTSO)*

FCCLA reserves the right to respond to any disciplinary situation, as they deem appropriate and independent of any action by a school.

J. Liability Insurance Coverage Policy

National Headquarters will cover National Board of Directors with Director and Officer liability insurance. National Board of Directors will receive copies of the liability insurance annually provided to National Board of Directors upon request.

Section IX. Protection of Rights and Human Subjects

APPROVAL/REVISIONS

Section IX.A.	APPROVED	January 1989
Section IX.B.	APPROVED REVISED	July 1989 February 2002; January 2009; October 2014, August 2022
Section IX.C.	APPROVED	January 2009
Section IX.D.	APPROVED REVISED	July 1990 October 2014
Section IX.E.	APPROVED REVISED	July 1990 August 2022
Section IX.F.	APPROVED	September 2018
Section IX.G.	APPROVED	January 2009
Section IX.H.	APPROVED	February 2000
Section IX.I.	APPROVED REVISED	February 2000 October 2019
Section IX.J.	APPROVED REVISED	October 2014 October 2019; July 2020

X. Scholarships/Awards/Recognition

This section was removed from the Policies and Procedures Manual. A separate Scholarships/Awards/Recognition document was created, managed, and updated regularly by National Staff.

Section X. Scholarships/Awards/Recognition

APPROVAL/REVISIONS

Section X.A.1.	APPROVED	July 1997
	REVISED	January 2009; January 2011; February 2012
	REMOVED	October 2014
Section X.A.2.	APPROVED	January 1987
	REVISED	February 1992; July 1997; February 2002; January 2009; January 2010; February 2012
	REMOVED	October 2014
Section X.A.3.	APPROVED	January 2009
	REMOVED	October 2014
Section X.B.1.	APPROVED	July 1990
	REVISED	July 1995; March 2003; January 2009; July 2012
	REMOVED	October 2014
Section X.B.2.	APPROVED	January 2009
	REVISED	January 2010; February 2012; July 2012
	REMOVED	October 2014
Section X.C.	APPROVED	January 1995
	REVISED	July 1997; January 2009
	REMOVED	October 2014

XI. External Relations

A. Cooperation of Family, Career and Community Leaders of America, Inc.

At National Level

Only the national organization shall establish cooperative activities and/or relationships on the national level. Establishment shall be enacted in accordance with the policies defined in this document. Proposals for cooperation of Family, Career and Community Leaders of America, Inc., in projects of other organizations (which involve the national organization or one or more of the national regions) shall be submitted in writing to the national headquarters staff.

The national headquarters staff shall explore such proposals and refer as necessary to the National Board of Directors or its Executive Committee for approval.

At State Level

The state policy-making body may authorize cooperative activities and/or relationships on the state level.

This authorization shall be in accordance with the provisions stated in this document.

A state policy-making body, before agreeing to participate in a cooperative activity, project and/or relationship that involves a state or states in addition to its own, should ascertain in writing whether or not the national organization has approved such cooperation. The intent of this provision is to assure that when more than one state is to be engaged in a cooperative project, state approval shall be given only on condition of national approval. This policy does not preclude a state association's initiating cooperative activities, projects and/or relationships within its boundaries when such activities and relationships are in accordance with established national policies and the projects are clearly identified as state or local in origin and sponsorship.

At Chapter Level

Local chapters may establish cooperative activities and/or relationships in accordance with the policies of Family, Career and Community Leaders of America, Inc., as stated in this document, and with the policies developed by its state policy-making body.

B. Endorsement and Development of Public Policy

So that Family, Career and Community Leaders of America, Inc., may have the opportunity to sign on to public policy initiatives in a timely manner, the following mechanism will be employed:

Any group may provide the Chief Executive Officer with a public policy initiative.

The Chief Executive Officer will confer with the Board Chair prior to and following involvement in any public policy endorsement or development. In addition, all public policy activities will be listed in the Chief Executive Officer's quarterly report.

The Chief Executive Officer will engage in public policy development activities that serve the interest of FCCLA.

The Chief Executive Officer will involve the National Board of Directors, the National Executive Council, Leadership Academy participants, members and advisers in public policy development, and where appropriate, public policy advocacy.

C. National Coalition

National Coalition representatives will be appointed by the Executive Committee, if beneficial to the national organization.

D. State Advisers

Role of State Advisers Leadership Team (SLT)

The State Advisers Leadership Team (SLT) shall plan state adviser professional development and recognition activities at National Annual and National Cluster Meetings, make recommendations to the Communications/Membership Committee on behalf of the state advisers, and serve as mentors to new state advisers. It shall consist of one state adviser from each of the four membership regions. Members shall be elected by state advisers from their regions in attendance at the National Annual Conferences, shall serve a two-year term as outlined below:

Regions	NLC Year	Term
Pacific and Southern	2023	2023-2025
North Atlantic and Central	2024	2024-2026
Pacific and Southern	2025	2025-2027
North Atlantic and Central	2026	2026-2028

It is mandatory for FCCLA State Advisers to attend the National Annual Conference and the State Adviser's Management Meeting. Sample letter:

To Whom It May Concern:

The State Advisers Management Meeting (SAMM) will take place the morning of _____ through the morning of _____. During this meeting, the professional development programs will consist of the following:

- strengthening and managing the state office
- managing FCCLA projects, programs, and events
- training on best practices
- organizational updates
- engaging Teacher Education Program
- overview of fiduciary responsibilities

At FCCLA, we work together as a team. Our team's success depends on each person's understanding of managing FCCLA projects, programs, and events, and of his or her own responsibility within FCCLA. All FCCLA state advisers are expected to attend.

We look forward to seeing you on _____. Please note that the meeting will start and end precisely on time, and a meeting agenda is attached for your convenience.

Sincerely,

Section XI. External Relations

APPROVAL/REVISIONS

Section XI.A.	APPROVED	July 1993
	REVISED	January 2009; July 2020
Section XI.B.	APPROVED	May 1987
	REVISED	July 1994; January 2009; October 2014; January 2017
Section XI.C.	APPROVED	January 2009
	REVISED	July 2012; October 2014
Section XI.D.	APPROVED	February 2012
	REVISED	October 2014; October 2019; July 2020

XII. National Competitive Events

A. Competitive Events

1. Competitive Events Advisory Team (CEAT)

The Board will fund an annual meeting of the Competitive Events Advisory Team (CEAT) not to exceed three night's lodging, meals and transportation, limited to one meeting per year, with the approval of the Chief Executive Officer regarding date and availability of funds.

The Chair of the Program Committee or a Program Committee designee of the National Board of Directors shall serve on the Competitive Events Advisory Team.

Competitive Events Advisory Team Criteria

The Competitive Events Advisory Team was formed in 1992 to serve as a support system for the STAR Events program, in currently serves as a support system for all competitive events.

The advisory team is composed of ten members including: the Program Committee Chair, or a Program Committee Chair designee, who serves as the National Board of Directors representative, three (3) state advisers or state staff members serving as Past Lead Coordinator, Lead Coordinator, and Assistant Lead Coordinator, two (2) chapter advisers, four (4) student members, and national staff. Two of the student members are also NEC members; the current and past Vice President of Competitive Events. The Vice President of Competitive Events will serve on CEAT during their current term as national officer and one year following. Interested individuals must:

- have knowledge of Competitive Events at the national/state levels
- be actively involved in Competitive Events at the national/state levels
- be a dues-paying member and/or a member of Alumni and Associates
- have an interest in working to continually evaluate and improve Competitive Events
- CEAT student members do not compete in any Competitive Events that culminate at the National Annual Conference.

Responsibilities of the advisory team are as follows:

- remain current and knowledgeable on all national STAR Events, Skill Demonstration Events, and the Family and Consumer Sciences Knowledge Bowl
- provide suggestions, comments, and concerns about STAR Events, Skill Demonstration Events, and the Family and Consumer Sciences Knowledge Bowl
- provide direction for the future of Competitive Events
- serve as possible resources for Competitive Events at National Annual Conference and National Fall Conference

The advisory team meets twice a year, in the summer during National Annual Conference and in the winter, when funding permits. When funding is available, expenses are currently covered for the winter meetings; however, advisory team members are responsible for their own expenses to the summer meetings, held during National Annual Conference.

Advisory team members serve a two-year term, with the exception of the state adviser representative, who serve a three-year term. Effort is made to have representation on the CEAT from all membership regions. The selection procedures follow:

- Non-NEC student members must currently be in grades 9-11 at the time of application.
- Chapter advisers and non-NEC student members must be nominated by their state adviser.
- State advisers/state staff may nominate themselves.
- All individuals interested in becoming an advisory team member must sign the nomination form.
- Those selected must be willing and able to attend the National Annual Conference (at their own expense) and the Winter meeting during the years they serve on the advisory team.
- Those selected must remain in good standing in the position they were selected to represent (dues-paying member, chapter adviser or state adviser) for the duration of their term. Members whose status changes during their term or cannot fulfill their commitment to the committee must resign from the team and a replacement will be selected.

The Competitive Events Advisory Team provides recommendations to the National Staff.

2. Event Names, Rule Consistency, and Participation

When offering nationally sponsored Competitive Events at the state, regional or local level, event names should be consistent with the names of the national event. In addition, event guidelines and rules should be consistent with those of all national events.

The basis for Competitive Event participation, event name, rule consistency, and due process are contained in the *Competitive Events Guide* which is posted on the FCCLA portal.

3. Competitive Events Participation

Students are not to be permitted to compete on a local or state level until they are an affiliated member. Delegates, Competitors, and National Officer Candidates attending the National Annual Conference must register to attend the entire conference and stay within the official meeting/conference hotel block for the length of the conference. In

extenuating circumstances, a written waiver may be submitted via the State Adviser to National Staff for consideration.

4. Competitive Events Accommodation Policy

FCCLA members with disabilities as properly identified by a valued team of professionals (such as an IEP team, Section 504 coordinator, certified psychologist, physician) will be reasonably accommodated in national events. Participants who require accommodation in their event should indicate a special needs request during the national event registration with a minimum of 30 days advance of event notice. A national staff member will contact the adviser to determine the best process for the participant. For regional/district/state competitions, please contact the state adviser.

Section XII. National Competitive Events

APPROVAL/REVISIONS

Section XII.A.1.	APPROVED	January 1990
	REVISED	February 2002; January 2009; February 2012; July 2012; January 2013; October 2014; October 2019; July 2020
Section XII.A.2.	APPROVED	July 1991
	REVISED	January 2009; February 2012; October 2019
Section XII.A.3.	APPROVED	July 2012
	REVISED	July 2017, September 2018; July 2020
Section XII.A.4.	APPROVED	September 2018
	REVISED	October 2019; July 2020

XIII. Meetings

A. National Annual Conference

1. National Annual Conference Packets

Items placed in the registration packets must be approved by the Communications and Partnership Senior Manager.

2. Voting Delegates

The number of voting delegates is determined by the number of affiliated members as outlined in the Bylaws.

The number of affiliated members as of May 31 will be tallied in June and distributed to the states within 15 days prior to the National Annual Conference by the National headquarters staff.

3. Parliamentary Authority

The rules contained in the current edition of Robert's Rules of Order Newly Revised shall govern the National Organization's annual Business Session in all cases to which they are applicable and in which they are not inconsistent with the Bylaws and any special rules of order or standing rules adopted at the meeting.

4. Official Hotels

FCCLA contracts with hotels in cities where the nationally sponsored meetings are held. Room rates and cost of meeting space are based on an anticipated room pick-up. It is important that FCCLA state associations stay within the official meeting/conference hotel block when attending the meeting/conference.

Attendees not staying within the official meeting/conference hotel block will be assessed a \$125 fee per registration. This policy will not be implemented once the hotel block is completely sold out. Availability of a preferred room type will not provide an exemption from this policy.

Only registered conference attendees are eligible to take advantage of the FCCLA negotiated conference room rates within the FCCLA housing block dates. To accommodate FCCLA members and for the safety of all attendees, every guest staying within the FCCLA conference block must be registered for the conference.

Delegates, Competitors, and National Officer Candidates attending the National Annual Conference must register to attend the entire conference and stay within the official meeting/conference hotel block for the length of the conference. In extenuating circumstances, a written waiver may be submitted via the State Adviser to National staff for consideration.

5. National Annual Conference Sites

The time and place of the National Annual Conference shall be determined by the national staff upon consultation and approval by the National Board of Directors. The purpose of the conference shall be to transact business of the organization.

6. National Fall Conference Sites

The locations for the National Fall Conference meeting sites will be approved by the National Board of Directors.

7. Capitol Leadership Dress Code

- FCCLA Red blazer is encouraged
- Red, black, or white polo or professional white shirt (long or short sleeves)
- Black bottoms (slacks, skirt, sheath dress)
- Shoes (black preferred)
- Jeans, t-shirts, athletic wear are NOT acceptable

Advisers/ Chaperones/ Guests

- Business professional
- Jeans, t-shirts, athletic wear are NOT acceptable

8. Fall Leadership Institute Dress Code

- Casual attire is acceptable for this event
- FCCLA provided t-shirts will be worn for event training participation
- Modest shorts are acceptable
- All FCCLA branded clothing and accessories must adhere to trademark and brand use rules

9. National Annual Conference Dress Code

MANDATORY ATTIRE FOR: GENERAL SESSIONS | BUSINESS SESSION | EXHIBITS | WORKSHOPS | STAR EVENTS RECOGNITION SESSIONS

- Professional white or black shirt
- Neckwear options can include the neckwear from the official emblematic supplier, black or red tie, black or red bow tie, single strand of pearls, red black, and/or white scarf, or no neckwear
- Black bottoms (slacks, skirt, sheath dress) – shorts are not permitted
- Shoes (black preferred)
- FCCLA Red Blazer
- Jeans, t-shirts, athletic wear are NOT acceptable

Exception: Culinary Arts participants are welcome to wear their Chef's Attire during the STAR Events Recognition Sessions.

Advisers/ Chaperones/ Exhibitors/Guests

- Business professional
- Jeans, t-shirts, shorts, and athletic wear are NOT acceptable
- Guests for the STAR Events Finalist Recognition Session are encouraged to wear business professional attire and adhere to the chaperone and adviser dress code standards.

STAR Events participants are expected to adhere to the published dress code for participation in competition, follow event specifications for dress, and wear appropriate clothing for the nature of the presentation. If attending conference activities prior to or immediately after a STAR Events presentation, be prepared to change into clothing that meets the conference dress code.

Special Events - All Attendees

- School-approved casual slacks, shorts, jeans, t-shirts, athletic wear and tennis shoes

Section XIII. Meetings

APPROVAL/REVISIONS

Section XIII.A.1.	APPROVED REVISED	January 1989 January 2009; July 2020
Section XIII.A.2.	APPROVED REVISED	July 1991 February 2002; July 2013; October 2019
Section XIII.A.3.	APPROVED	August 2024
Section XIII.A.4.	APPROVED REVISED	July 2001 January 2009; October 2019; July 2020
Section XIII.A.5.	APPROVED REVISED	January 2003 February 2012; October 2019
Section XIII.A.6.	APPROVED REVISED	January 2013 October 2014; October 2019
Section XIII.A.7.	APPROVED REVISED	July 2011 September 2015, May 2017, October 2017; October 2019, August 2022; August 2025
Section XIII.A.8.	APPROVED	August 2025
Section XIII.A.9.	APPROVED REVISED	May 2017 September 2018; October 2019; July 2020; August 2023; August 2025

XIV. APPENDIX A – Vendor Agreement Form

Removed

XV. APPENDIX B – Business and Industry Representative Nomination Form

FAMILY, CAREER AND COMMUNITY LEADERS OF AMERICA, INC.
Nomination Form
Business and Industry Representative to the National Board of Directors

Must be emailed to national headquarters no later than May 1.

Name: _____ Date: _____

Work Address: _____

Email Address: _____

Cell Phone: _____ Work Phone: _____

Please describe, in 300 words or less, what the candidate can contribute to the organization through the National Board of Directors.

The following criteria will be used by the committee, with the maximum number of points assigned to each shown in parenthesis.

- What can the candidate contribute to the National Board of Directors (50)
- Experience on other Boards of Directors (10)
- Knowledge of FCCLA (10)
- What organizations, networks, and access to resources does this candidate have that could be utilized with FCCLA for future resource development or partnership development (20)
- Evidence of desire to serve and be an asset to the National FCCLA organization (10)

The Board representative will be determined by a simple majority vote of the Board (candidate with the most votes is elected).

Name of Person Making Nomination

Email

Date

Phone

Signature of Candidate

Date

I agree to have my name placed in nomination as a business and industry representative to the National Board of Directors of Family, Career and Community Leaders of America, Inc.

XVI. APPENDIX C – Local Adviser Rep. Information and Application Form

LOCAL ADVISER REPRESENTATIVE TO THE NATIONAL BOARD OF DIRECTORS

INFORMATION SHEET

ELIGIBILITY

Candidates must have been a local chapter adviser for at least two years, and must currently be serving as a local chapter adviser affiliated with the national organization. In addition, they must be a member of two of the following professional organizations: ACTE, AAFCS, FCSEA, or other related professional educational groups and must attend the national conference at which they are a candidate for election. Advisers who represent combined FCCLA chapters are eligible to run for either position.

CRITERIA

The Nominating Committee of the National Board of Directors will screen applications and select the final candidates to be voted on by local advisers attending the National Annual Conference.

The following criteria will be used, with the maximum number of points assigned to each category shown in parentheses:

1. What can the candidate contribute to the National Board of Directors as an FCCLA adviser in these categories? (30)
 - Knowledge of the organization
 - Career and Technical Student Organizations
 - Leadership
 - Program development
 - Administration
 - Finance
 - Personnel management
 - Non-Profit organization management
 - Media and marketing
 - Resource development and fundraising
 - Work in public policy development
2. What experiences does the adviser have in developing a local chapter program of work? What projects and programs has the adviser been facilitating at the local level? (15)
3. What experiences does the adviser have in regional, state, or national events and programs? (20)

4. What experiences does the candidate have on any community Board/or community involvement or other leadership opportunities working with organized Boards of Directors? (10)
5. What experiences does the candidate have in FCCLA State Association or state events? (10)
6. List professional association memberships and include any offices held in these associations. (A dues receipt or some type of membership proof must be included with the application.) (5)
7. Describe the candidate's involvement as a teacher; include programs and implementation at the local level as well as any state involvement in developing programs, etc. (10)

The applicant is to include with this application at least three letters of support, one from the school principal, one from a state adviser or state education staff member, and one from a community leader.

**LOCAL ADVISER REPRESENTATIVE
TO THE NATIONAL BOARD OF DIRECTORS
APPLICATION**

Must be emailed to National Headquarters no later than May 1.

Name: _____ Date: _____

School Address: _____

Email Address: _____

Cell Phone: _____ School Phone: _____

Years of experience as a teacher: _____ Years of experience as an adviser: _____

The following criteria will be used, with the maximum number of points assigned to each category shown in parentheses.

1. What can the candidate contribute to the National Board of Directors as an FCCLA adviser in these categories? (30)
 - Knowledge of the organization
 - Career and Technical Student Organizations
 - Leadership
 - Program development
 - Administration
 - Finance
 - Personnel management
 - Non-Profit organization management
 - Media and marketing
 - Resource development and fundraising
 - Work in public policy development
2. What experiences does the adviser have in developing a local chapter program of work? What projects and programs has the adviser been facilitating at the local level? (15)
3. What experiences does the adviser have in regional, state, or national events and programs? (20)
4. What experiences does the candidate have on any community Board/or community involvement or other leadership opportunities working with organized Boards of Directors? (10)

5. What experiences does the candidate have in FCCLA State association or state events? (10)
6. List professional association memberships and include any offices held in these associations. (A dues receipt or some type of membership proof must be included with the application.) (5)
7. Describe the candidate's involvement as a teacher; include programs and implementation at the local level as well as any state involvement in developing programs, etc. (10)
8. Include with this application at least three letters of support, one from the school principal, one from a state adviser or state education staff member, and one from a community leader.

Signature of Candidate

Date

XVII. APPENDIX D – Secondary School Administrator Rep. Application

FAMILY, CAREER AND COMMUNITY LEADERS OF AMERICA, INC.

Nomination Form
Secondary School Administrator Representative
to the National Board of Directors

Must be emailed to National Headquarters no later than May 1.

Name: _____ Date: _____

Work Address: _____

Email Address: _____

Cell Phone: _____ Work Phone: _____

Please describe, in 300 words or less, what the candidate can contribute to the organization through the National Board of Directors.

The following criteria will be used by the committee, with the maximum number of points assigned to each shown in parentheses.

- Must be currently employed as a secondary school administrator as defined by Every Student Succeeds Act (ESSA) or a district level CTE Administrator
- What candidate can contribute to the National Board of Directors (50)
- Experience on other Boards of Directors (10)
- Knowledge of FCCLA (10)
- Demonstrate an understanding of the larger political, social, economic, legal, and cultural contexts that affect schools at a local level (20)
- What evidence of desire to serve and be an asset to the national FCCLA organization (10)

The Board representative will be determined at the national conference by a simple majority vote of the National Board of Directors (candidate with the most votes is elected).

Name of Person Making Nomination

Email

Date

Phone

OR

☐ Self-nomination

I agree to have my name placed in nomination as a secondary school administrator representative to the National Board of Directors of Family, Career and Community Leaders of America, Inc.

Signature of Candidate

Date

XVIII. APPENDIX E – Code of Ethics

National FCCLA Code of Ethics

As a Board of Directors member, I will –

- listen carefully to my teammates, and those served by the Board,
- respect the opinion of other Directors,
- respect and support the majority decisions of the Board,
- recognize that all authority is vested in the Board when it meets in legal session and not with individual Board members,
- keep well informed of developments that are relevant to issues that may come before the Board.
- participate actively in Board meetings and actions,
- call to the attention of the Board any issues that I believe will have an adverse effect on the Board and those we serve,
- attempt to interpret the needs of beneficiaries of the Board and interpret the action of the Board to its beneficiaries,
- refer complaints to the proper level on the chain of command,
- vote to appoint the best possible person to manage the Board,
- represent all the beneficiaries of the Board and not a particular geographic area or special interest group,
- do my best to ensure that the Board is well maintained, financially secure, growing, and always operating in the best interests of its beneficiaries,
- always work to learn more about my role and how to do it better,
- declare any conflict of interest between my personal life and my position on the Board,
- and avoid voting on issues that appear to be a conflict of interest.

As a Board of Directors member, I will not –

- be critical, in or outside of the Board meeting, of other Directors or their opinions,
- use the Board or any part of the Board for my personal advantage or the personal advantage of my friends or relatives,
- discuss the confidential proceedings of the Board outside the Board meeting,
- promise prior to a meeting how I will vote on any issue in the meeting, nor
- intervene with duties of the Chief Executive Officer or undermine the Chief Executive Officer's authority.

I have read and am familiar with the Board policy concerning code of ethics. I agree to abide by the code of ethics as a Board of Directors member.

Board of Director's Signature

Date

XIX. APPENDIX F – Conflict of Interest Policy and Statement

Under the law, there is a Duty of Loyalty that requires nonprofit organizations to identify and resolve conflicts/dualities of interest. Directors, Committee Chairs, and other organizational leaders (“Leaders”) are expected to act in the interests of the organization and not for personal or third-party gain, promotion of commercial interests, or financial enrichment.

A conflict/duality of interest is defined as a situation in which a Leader or a Leader’s relative, has an existing or potential financial interest or other material interest that impairs, or might appear to impair, the Director’s independence or objectivity in the discharge of responsibilities and duties to the Organization. It could be: (1) a personal, professional, financial, business or volunteer position, responsibility, or interest; or 2) a conflicting duty to another entity where the individual’s allegiance may be split between FCCLA and another organization.

An apparent conflict/duality is defined as a situation or relationship that may cause a reasonable person to perceive that there is a real conflict or to question whether there is an impediment to impartiality that could cause the Leader’s loyalty or judgment to be compromised.

In each case of an actual, potential, or apparent conflict of interest: (1) the Leader must promptly and fully disclose their interest and any material facts, (2) the remaining unconflicted Leaders can allow the Leader to make a presentation and respond to questions by the Board or Committee about the situation, (3) but after any such presentation the Leader shall leave the meeting for the balance of the discussion, and (4) be absent from the meeting for the vote.

Leaders have a duty to subordinate personal interests to the welfare of the national organization and those we serve. Conflicting interests can be financial, personal relationships, status, or power.

Leaders may not have a significant financial interest in any property which the national organization purchases, or a direct or indirect interest in a supplier, contractor, consultant, or other entity with which the national organization does business.

Since it is not possible to write a policy that covers all potential conflicts, Leaders are expected to be alert for and avoid situations which might be construed as conflicts of interest.

Any possible conflict of interest on the part of any Leader should be disclosed to the other Leaders and made a matter of record, either through an annual procedure or when the interest becomes a matter of Board action.

Any Leader having a conflict of interest or possible conflict of interest should not vote or use their personal influence on the matter, and should not be counted as part of a quorum for the meeting. The minutes of the meeting should reflect that a disclosure was made, the abstention from voting and the quorum situation.

These restrictions should not be construed as preventing the Leader from briefly stating their position in the matter, nor from answering pertinent questions of other Leaders, since their knowledge could be of assistance in the deliberations.

In addition, Leaders are prohibited from receiving gifts, fees, loans, or favors from suppliers, contractors, consultants, or financial agencies, which obligate or induce the Leader to compromise responsibilities to negotiate, inspect or audit, purchase or award contracts, with the best interest of the national organization in mind.

Directors are prohibited from knowingly disclosing information about the Board/national organization to those who do not have a need to know or whose interest may be averse to the national organization, either inside or outside the Board. Nor may Directors in any way use such information to the detriment of the national organization or to the benefit of other organizations (ie other CTSOs).

I have read and am familiar with the Board policy concerning conflict of interest, and I have initialed the line opposite the appropriate paragraph below.

- ☐ During the past year, neither I, nor to the best of my knowledge, any member of my family has had an interest or taken any action which would contravene the policy of this Board.
- ☐ During the past year, neither I, nor to the best of my knowledge, any member of my family has had an interest or taken any action which would contravene the policy of this Board, except such interest or action fully disclosed below:

FCCLA Leader's Signature

Date

XX. APPENDIX G – Board of Directors Confidentiality Agreement



FCCLA National Board of Directors Confidentiality Agreement

As a Director of the National Board of Directors, I acknowledge the importance of confidentiality with respect to the affairs of the Board/National organization. In light of this acknowledgement, I agree to keep confidential, during and after service on the Board, all confidential information acquired pertaining to the Board/National organization and any related activities in the course of membership on the Board.

I particularly recognize the sensitivity of information regarding capitol decisions, real estate purchases, decisions regarding closures, mergers and other strategic plans that may have impact on FCCLA's competitive position relative to other organizations.

I agree that this confidentiality agreement includes, but is not limited to:

- Information pertaining to performance of the Chief Executive Officer/other employee(s) including evaluation data.
- Issues related to the Board's legal, moral and regulatory responsibility for the oversight of statistical data, risk management information and litigation information, and reviews of attitudes and opinions from those who work for the national organization.
- Reports, discussion, and data shared with the Board that are not released for public information.

I understand that it is the Board Chairs' responsibility to address infractions of confidentiality by an individual Director and take action to remedy the problem. I also understand that if infraction of confidentiality by an individual Director continues, it is the expectation that the Board Chair will ask for the resignation of the individual Director who has violated this confidentiality agreement.

I understand the confidentiality agreement, agree to abide by it, and agree to resign my Director position if requested by the majority vote of the Board of Directors for any confidentiality infraction.

Board of Director's Signature

Date

XXI. APPENDIX H – Whistleblower Policy

The Family, Career and Community Leaders of America Code of Ethics and Conduct (“Code”) requires directors, and officers to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. As Board members and representatives of FCCLA, we must practice honesty and integrity in fulfilling our responsibilities and comply with all applicable laws and regulations.

It is the responsibility of all directors, and officers to comply with the Code and to report violations or suspected violations in accordance with this Whistleblower Policy.

No director, or officer who in good faith reports a violation of the Code shall suffer harassment, retaliation or adverse employment consequence. An employee who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including termination of employment. This Whistleblower Policy is intended to encourage and enable Board members and others to raise serious concerns within the organization prior to seeking resolution outside the organization.

The code addresses the organization’s open door policy and suggests that directors share their questions, concerns, suggestions or complaints with someone who can address them properly. In most cases, the Board Chair is in the best position to address an area of concern. However, if you are not comfortable speaking with the Board Chair or you are not satisfied with the Board Chair’s response, you are encouraged to speak with the Past Chair. Board members are required to report suspected violations of the Code of Conduct to the Organization’s Chair of the Board of Directors who has specific and exclusive responsibility to investigate all reported violations. For suspected fraud, or when you are not satisfied or uncomfortable with following the organization’s open door policy, individuals should contact the Past Chair or Vice Chair.

The Chair of the Board is responsible for investigating and resolving all reported complaints and allegations concerning violations of the Code and, at their discretion, shall advise the Board Officers and/or the audit committee. The Chair has direct access to the audit committee of the National Board of directors and is required to report to the audit committee at least annually on compliance activity.

XXII. APPENDIX I – Document Retention and Destruction Policy

FCCLA will retain records for the period of their immediate or current use, unless longer retention is necessary for historical reference, or to comply with contractual or legal requirements, or for other purposes as described below. The purpose of this policy is to ensure that necessary records and documents are adequately protected and maintained to ensure that records that are no longer needed or of no value are discarded at the appropriate time.

Permanent Retention: Records that are permanent or essential shall be retained and preserved indefinitely.

Current Records: Record for which convenience, ready reference or other reasons are retained in the office space and equipment of the association.

Institutional and Legal Records	Minimum Requirement
Articles of Incorporation	Permanent
By-Laws	Permanently
Minutes	Permanently
Tax Exemption Documents	Permanently

Employee Payroll Files	Minimum Requirement
Wage or Salary History	7 Years
Salary or Current Rate of Pay	7 Years
Payroll Deductions	7 Years
Time Cards or Sheets	7 Years
W-2 Forms	7 Years
W-4 Forms	7 Years
Garnishments	Termination Plus 1 Year

Employee Personnel Files	Minimum Requirement
Employment Application or Resume	Termination Plus 1 Year
Employment History	Termination Plus 1 Year
Beneficiary Designation	Until Employee Termination
Medical Records	Until Employee Termination
Promotions	Termination Plus 1 Year
Attendance Records	7 Years
Employee Evaluations	7 Years
Disciplinary Warnings and Actions	7 Years
Layoff or Termination	7 Years
I-9 Forms	7 Years after Termination
Employee Accident Reports	7 Years
Retirement Benefits	Life of the Employee
Disability Records	Life of the Employee

General Files	Minimum Requirement
Pension/Retirement Plans	7 Years after Termination
Contracts	7 Years
Liability Insurance	Permanent
Insurance Claims	7 Years
Court Records	Permanent

Capital Property & Facilities Records	Minimum Requirement
Property Records	Current Plus 7 Years
Inventory	Current Plus 7 Years
Depreciation Schedules	Current Plus 7 Years
Long Term Debt Records	Current Plus 7 Years
Property Improvement Records	Current Plus 7 Years
Building Permits	Current Plus 7 Years
Building Plans and Specifications	Permanent
Office Layout	Permanent
Zoning and Operating Permits	Permanent
Maintenance Records	Permanent
Property Insurance	7 Years

Financial Records	Minimum Requirement
Form 990 and 990T with Support	Permanent
Accounts Receivables	7 Years
Original AP Invoices	7 Years
Expense Reports	7 Years
1099 & Sales and Use Tax Reports	7 Years
AP Check Register	7 Years
Bank Statements	7 Years
Deposit Records	7 Years
Bank Reconciliations	7 Years
Cancelled Checks	7 Years
General Ledgers	7 Years
Journal Entries	7 Years
Annual Audited Financials	Permanent

XXIII. APPENDIX J – Affiliation Invoice Removal/Adjustment Request Form

Removed

XXIV. APPENDIX K – Investment Policy Statement

Family, Career and Community Leaders of America, Inc. Investment Policy Statement

PURPOSE

This statement of investment policy was adopted by the Board of Directors of the Family, Career and Community Leaders of America, Inc. (FCCLA) on June 30, 2017, to provide the Board, Management and Investment Manager the guidelines for the prudent investment management of various funds held by the organization. These policies supersede any and all prior actions regarding investment policies. Recognizing that changing economic and market conditions make it impossible to reflect all aspects of the investment policy at any given time, the Board understands and agrees that this policy is to serve as a general framework within which the investments are to be managed.

Specifically, the purpose of this statement of investment policy is to:

- Establish reasonable expectations, objectives and guidelines for the investment of FCCLA's Investments;
- Define a process for investing FCCLA's Investments which meets standards of prudence and fiduciary responsibility;
- Define roles and responsibilities of parties involved in the management of the Investments;
- Encourage effective communication among all parties involved in the oversight and management of the Investments;
- Guide Third-Party Advisors regarding the investment of the Investments;
- Establish relevant time horizons for and the basis for evaluating investment results;
- Provide a framework that enhances the probability that investment goals for the Investments will be achieved.

INVESTMENT POOLS

For the purposes of managing investment risk and to optimize investment returns within acceptable risk parameters, the following funds are created and held as separate investment pools. Please refer to the Board approved Reserve Policy to determine the dollar amounts to be placed in each fund.

- 1) Short-Term Reserve Fund** - The Short-Term Reserve fund is intended to provide an internal source of funds for situations such as a sudden increase in expenses, one-time unbudgeted expenses, unanticipated loss in funding, or uninsured losses. Operating Reserves are not intended to replace a permanent loss of funds or eliminate an ongoing budget gap. It is the intention of FCCLA for Short-Term Reserves to be used and replenished within a reasonably short period of time.
- 2) Long Term Reserve Fund** - The Long-Term Reserve Fund is to provide secure, long-term funding for the mission of FCCLA, in excess of the Short-Term Reserve Fund. These funds are to be used only if the funds in the Short-Term Reserve funds have been exhausted. Use of the Long-Term Reserves will require approval of both the Treasurer and Board Chair.

- 3) Capital Reserve Fund** - The Capital Reserve Fund is to provide permanent funding for the mission of FCCLA. Interest earned on this fund may be used for operating activities, but the principal can only be used for the purchase of a new National Headquarters or other large capital projects as approved on by the Board.

GENERAL INVESTMENT PRINCIPLES

All funds held by FCCLA shall be invested in a manner than complies with all federal and state requirements applicable to FCCLA as currently constituted, specifically including, but not limited to, any laws or regulations pertaining to the maintenance of FCCLA's federal tax exemption under Section 501(c)(3) of the Internal Revenue Code.

1. The Investments shall be invested with the care, skill, prudence, and diligence under the circumstances then prevailing that a prudent person acting in like capacity and familiar with such matters would use in the investment of a portfolio of like character and with like aims.
2. As needed, FCCLA will engage the services of professional, third-parties to advise, manage, and evaluate the performance of FCCLA's Investments. Any parties engaged by FCCLA in this effort will, at all times, act in a manner consistent with generally accepted standards of fiduciary responsibility and in the sole benefit of FCCLA.
3. FCCLA seeks to avoid any real or potential conflicts of interest in the management of its Investments. Any parties with real or perceived conflicts should immediately notify FCCLA's Chief Executive Officer, President, and Controller. FCCLA will not invest funds with any firm or in any vehicle that may, as a result of the transaction, monetarily benefit a member of the Board or FCCLA's staff.
4. FCCLA recognizes that investments contain risks and seeks to manage these risks through a disciplined investment process and a diversified investment strategy. As such, greater emphasis is placed on risk at the portfolio level than at the individual asset class/Investment Manager level.

DEFINITIONS

1. "Investment Pools" or "Investments" shall mean the cumulative investment funds maintained by FCCLA, which include the Short-Term Reserve Fund, Long-Term Reserve Fund, and the Capital Reserve Fund.
2. "Board of Directors" or "Board" shall mean the members of FCCLA's governing body.
3. "Finance Committee" shall mean those members who serve on FCCLA's Finance Committee.
4. "Staff" shall mean the Chief Executive Officer, the Finance Director, and their designated staff.
5. "Fiduciary" shall mean any individual or organization that exercises discretionary authority or control over fund management or any authority or control over management, disposition or administration of any portion of the Investment assets.
6. "Investment Manager" shall mean any individual or group of individuals employed to manage the investments (purchase and sale of securities) of all or part of the Investment assets. This may include, but shall not be limited to separate accounts managers, mutual funds, and exchange traded funds.

7. "Investment Advisor" shall mean any other individual or organization employed to provide advisory services, including but not limited to advice on investment objectives and/or asset allocation, investment manager search/recommendation, and performance monitoring.
8. "Securities" shall refer to the marketable investment securities defined as acceptable in this Investment Policy Statement.
9. "Investment Horizon" shall be the time period over which the investment objectives, as set forth in this Investment Policy Statement, are expected to be met.

DELEGATION OF AUTHORITY

The Board of Directors and the Finance Committee are fiduciaries and are responsible for directing and monitoring the investment management of the various fund assets on behalf of FCCLA. As such, the Board authorizes the Finance Committee to delegate certain responsibilities to professional experts in various fields. These include but are not limited to Investment Advisor, Investment Manager, Custodian, and certain specialists.

1. **Investment Advisor**, a person or entity which may assist the Board, Finance Committee and/or staff in establishing investment policy, objectives, and guidelines; selecting Investment Managers; reviewing such managers over time; measuring and evaluating investment performance; providing education and advice on financial matters to FCCLA leadership, and other tasks as deemed appropriate. The Investment Advisor may be granted authority to select Investment Managers and allocate funds in accordance with policy guidelines on a discretionary basis.
2. **Investment Managers**, have discretion to purchase, hold and sell securities consistent with the guidelines established by this policy.
3. **Custodian**, the entity that maintains possession of securities owned by FCCLA, collects dividend and interest payments, redeems maturing securities, and effects receipt and delivery following purchases and sales. The Custodian may also perform regular accounting of all assets owned, purchased, or sold, as well as movement of assets into and out of the Investment accounts.
4. Additional **specialists** such as attorneys, auditors, and others may be employed to assist in meeting its responsibilities and obligations to administer investment assets prudently.

SELECTION OF INVESTMENT ADVISOR

It is anticipated that the services of a registered investment advisor may be sought to manage certain portions of the Short-Term Reserve Fund, the Long-Term Reserve Fund and the Capital Reserve Fund. The investment advisor should be a Bank or Trust Company, or a Registered Investment Advisor registered with the Securities and Exchange Commission, as defined by the Investment Advisers Act of 1940. The following procedure shall be followed to engage a new or replace a current investment manager:

- The Chief Executive Officer, and the Finance Committee will recommend the hiring or replacing of an investment advisor to the Board of Directors.
- The Chief Executive Officer will nominate prospective candidates and send a Request for Proposal to each candidate.
- The Chief Executive Officer will review proposals and interview candidates to determine appropriate investment advisor.

- The Chief Executive Officer will recommend their top investment advisor(s) to the Finance Committee for approval.
- The Finance Committee will make the hiring recommendation to the Board of Directors for approval.

ROLES AND RESPONSIBILITIES

Management of FCCLA's funds will be vested in the Board, Finance Committee, Staff, Investment Advisor, and Investment Managers as specified in the following levels of responsibility:

- A. Unless the Board delegates its authority, the **Board** will:
 - 1) Determine the policies which set the specific dollar amounts to be maintained in the Short-Term Reserve Fund, Long-Term Reserve Fund, and Capital Reserve Fund.
 - 2) Establish and approve all investment and spending policies for FCCLA.
 - 3) Review the investment objectives, investment performance, and asset allocation of all FCCLA funds at least annually.
- B. The **Finance Committee** will:
 - 1) Monitor implementation of this Policy to ensure that investment decisions fulfill the objectives of this Policy.
 - 2) Review this Policy on an annual basis, or sooner if warranted. Consider any proposed revisions to this Policy and recommend any appropriate action to the Board as necessary and appropriate.
 - 3) Review quarterly reports from the Investment Advisor and/or Staff in order to monitor fund and investment manager performance.
 - 4) Consider from time to time investment related issues deemed necessary and appropriate to FCCLA's mission.
- C. **Staff:**

The Chief Executive Officer (collectively "Staff") are authorized to implement the investment decisions as approved by the Board under this Policy.

The **Staff** after appropriate consultation with the Finance Committee will:

- 1) Engage an investment advisor and evaluate the advisor's performance.
 - 2) Review on an annual basis the target asset allocation and target investment return objectives of each pool of assets.
 - 3) Ensure that the use of investment managers, mutual funds and other investment vehicles comply with the guidelines of this Policy.
 - 4) Review investment decisions to ensure that they comply with the guidelines of this Policy.
 - 5) Review statements for FCCLA's funds on a regular basis.
 - 6) Provide to the Finance Committee an investment status report at least quarterly. Staff's report will include the quarterly report(s) provided by the Investment Advisor and/or any supplemental information Staff deems appropriate.
 - 7) Review this Policy at least annually in conjunction with the Finance Committee.
- D. **Investment Advisor:**

Investment advice concerning the management of investment assets will be offered by the Investment Advisor, consistent with and observing all policies, guidelines, constraints and philosophies as established in this Statement. The Advisor will acknowledge and agree in writing to their fiduciary responsibility to fully comply with the current Organization's

investment policy and as modified in the future. Specific responsibilities of the Investment Advisor include:

- 1) Assisting in the development and periodic review of investment policy.
- 2) Determining an appropriate asset allocation strategy consistent with policy guidelines, return objectives, risk tolerance, liquidity needs and time horizon.
- 3) Exercising discretion over investments in accordance with FCCLA's investment policies.
- 4) Selecting Investment Managers to implement the overall investment strategy. The underlying investment managers selected for the Investment Pools are intended to be selected with the care, skill and diligence that would be applied by a prudent person acting in a like capacity and knowledgeable about investing. The Advisor will examine investment managers' investment objectives and processes; historical adherence to stated objectives and processes; depth of resources; quality of personnel; historical performance (including risk) versus various appropriate benchmarks; appropriateness of diversification; reasonableness of fees; and any other metric that may be material when evaluating investment managers' capabilities. The Advisor will use all available information and its best judgment when seeking to hire skillful investment managers. The Advisor may also select low cost, passively managed investment products where appropriate.
- 5) Reporting investment performance results on a quarterly basis, or as requested, to the Staff and/or the Finance Committee.
- 6) Monitoring and reporting the performance of the Investment Manager(s) to provide Staff with the ability to determine adherence to investment policies and progress toward the investment objectives. Performance monitoring is the mechanism for revisiting the investment selection process and confirming that the criteria originally satisfied remain intact and that an investment continues to be appropriate for the Investment Pools. While frequent change is neither expected nor desirable, the process of monitoring investment performance relative to specified guidelines is an on-going process. Events that may trigger termination of a manager include, but are not limited to, illegal or unethical behavior on the part of the manager; failure to follow investment guidelines; turnover among key personnel; a change in investment style or strategy; insufficient infrastructure to keep pace with asset growth; significant increase in expenses or fees; performance-related concerns; and any other observation the Advisor deems may prevent the manager from carrying out its duties effectively. Since several studies have demonstrated that the vast majority of strong long-term performing investment managers suffer multi-year periods of underperformance, failure to meet performance or other qualitative guidelines will not automatically trigger a manager termination. The Advisor intends to use all known information and their best judgment to determine if and when terminating a manager is warranted. In addition, managers may be terminated at any time for any reason at the discretion of the Advisor.
- 7) Reviewing and recommending investment policy changes and presenting recommendations to Staff and the Finance Committee as appropriate.
- 8) Communicating, on at least a quarterly basis, any major changes in economic outlook, investment strategy, or other relevant factors that affect implementation of either the investment process or progress toward investment objectives.
- 9) Meet with the Finance Committee periodically, at a minimum of once per year, to review portfolio structure, strategy and investment performance.

E. Investment Managers:

Each Investment Manager will have full discretion to make all investment decisions for the assets placed under its jurisdiction, while observing and operating within all policies, guidelines,

constraints, and philosophies as outlined in this Policy and in any additional Statements (which, if/when issued, shall become attachments to and incorporated into this Statement), as applicable. Specific responsibilities of the Investment Manager(s) shall include:

- 1) The timely investment of principal and interest into securities permitted by this Policy and in accordance to the specific investment discipline and process for which the manager was hired.
 - 2) Reporting investment performance results on a timely basis to Staff and/or Investment Advisor.
 - 3) Informing Staff and/or Investment Advisor of any material change in its investment management process, organization or personnel (e.g., changes in ownership, structure, portfolio management personnel, investment philosophy, etc.).
- Mutual fund proxies are intended to be voted in the best interest of the investment pools.

MONITORING AND REPORTING TO THE FINANCE COMMITTEE

All invested funds will be evaluated at least annually on a total return basis. The evaluation will be based on the stated investment goals. Comparisons will show results for the year-to-date. The report will be gathered by the Finance Director with oversight provided by the Chief Executive Officer and presented to the Finance Committee at least annually. The Finance Committee will present a report to the Board of Directors at least annually.

At a minimum, the Investment Advisor shall provide accounting reports on a quarterly basis that list asset holdings and security transactions for the accounting period.

The Investment Advisor shall report the investment returns on a time-weighted, total return basis for each quarter and annual period. Performance will be monitored continually, with results measured over one-, three- and five-year rolling periods.

The returns on the portfolios should be compared to the standard market indices including, but not limited to, the S&P 500 Index, 90-Day Treasury Index and the Barclays US Aggregate Bond Index. Other indices may be added from time to time.

The Investment Advisor will meet with the Finance Committee as requested, but no less frequently than once a year, to discuss the portfolio performance, strategic changes, and market and economic conditions.

On occasion, the Finance Committee may request from the Investment Advisor additional reports or additional items be added to existing reports.

The Finance Committee will present a report to the Board of Directors at least annually.

REVIEW OF POLICY

This Investment Policy Statement has been adopted by FCCLA's Board of Directors to provide guidelines for the investment of funds held by FCCLA. This Policy will be reviewed annually by the Finance Committee, or sooner if warranted by internal or external events or changes. Changes to the Policy will be recommended by the Finance Committee to the Board of Directors.

SHORT-TERM RESERVE FUND

PURPOSE

The purpose of the Short-Term Reserve Fund is to meet the expenses occurring as a result of unanticipated activities.

INVESTMENT OBJECTIVES

The investment objectives of the Short-Term Reserve Fund are:

- 1) Safety and preservation of principal and invested funds;
- 2) Liquidity;
- 3) Optimize the investment return within the constraints of 1, 2 above.

Time Horizon

The time horizon for investment purposes shall be 1 year. Investment performance and strategy will be monitored on a regular basis and adjusted as deemed appropriate.

Investment Goals

Over rolling 1year periods, it is the goal of the Short-Term Reserve Fund to meet or exceed, on a net of fees basis:

- 1) the US 90 Day Treasury Bill Index

The investment goals above are the objectives for the aggregate Short-Term Reserve Fund rather than for each Investment Manager. The goal of each Investment Manager, over the investment horizon, shall be:

- 1) to meet or exceed the benchmark that most closely corresponds to the style of the respective Manager's investment management; and
- 2) to display an overall level of risk that is consistent with the risk associated with the respective benchmark (referenced above).

Recognizing that modern portfolio theory generally equates standard deviation with risk (i.e., the higher an asset's standard deviation, the "riskier" it is and thus the higher its return should be), risk will be measured by the standard deviation of a Manager's quarterly returns relative to the standard deviation of the representative benchmark over a common time frame.

INVESTMENT GUIDELINES

Risk Tolerance

Preservation of capital, liquidity, and modest growth are the objectives of the Short-Term Reserve Fund. The Board understands that in order to achieve its objectives for the Short-Term Reserve Fund assets, the Fund will experience volatility of returns and fluctuations of market value.

Diversification

The fund shall not invest directly in the bonds of any single issuer, with the exception of the US Government, its agencies, and federally insured instruments.

The fund shall invest only through diversified vehicles such as mutual funds, exchange traded funds or professionally managed pools of such investments, with the exception of the US Government, its agencies, and federally insured instruments.

For the purposes of diversification, investments in diversified mutual funds/exchange traded funds or professionally managed pools are not to be considered a single security. However, the individual holdings of each mutual fund, exchange traded fund, and professionally managed pool should be aggregated and reported at the total portfolio level. In aggregate, no individual issuer's bonds should total more than 5% of the portfolio's market value, with the exception of the US Government, its agencies, and federally insured instruments.

Maturity

The average maturity of all investments in the Short-Term Reserve Fund shall be limited to a maximum of 24 months.

Liquidity

The investment portfolio shall remain sufficiently liquid to meet any requirements that may be reasonably anticipated.

Credit Quality

The average credit quality of the portfolio shall be "BBB" or higher.

Asset Allocation

The Short-Term Reserve Fund may be invested in cash, and cash equivalents. The Investment Advisor will determine the detailed composition and sub-categories.

Rebalancing

Over time, due to changing capital market conditions a portfolio's actual asset allocation may move away from its strategic target. The Investment Advisor will rebalance the Short-Term Reserve Fund as appropriate within the specified asset allocation ranges.

Reporting

The Investment Advisor will prepare a quarterly report to be distributed to the Staff and the Finance Committee containing a schedule of investments, the current asset allocation and investment performance compared to the objectives of this Policy and to appropriate benchmarks and indices.

PERMISSIBLE INVESTMENTS

Cash and Equivalents

Cash and equivalent securities, with the exception of the US Government, its agencies, and federally insured instruments, shall only be held through diversified vehicles such as mutual funds, exchange traded funds or professionally managed pools of such investments.

- 1) Treasury Bills
- 2) Money Market Funds
- 3) STIF Funds (Short Term Investment Funds)
- 4) Commercial Paper
- 5) Banker's Acceptances
- 6) Repurchase Agreements
- 7) Certificates of Deposit
- 8) Checking and/or Savings accounts

PROHIBITED INVESTMENTS

Any investment not specifically permitted in this Policy.

LONG-TERM RESERVE FUND

PURPOSE

The purpose of the Long-Term Reserve Fund is to provide secure, long-term funding for the mission of FCCLA, in excess of the Short-Term Reserve Fund. The assets of the Long-Term Reserve Fund shall be managed in such a way as to facilitate the organizations goals and objectives as outlined by the Board of Directors. **Investment objectives** – In order to meet its needs, the investment strategy of the Long-Term Reserve Fund is to emphasize total return: that is, the aggregate return from capital appreciation, dividend and interest income.

INVESTMENT OBJECTIVES

The primary objective in the investment management of the Long-Term Reserve Fund shall be:

- Long-term growth of capital – To emphasize the long-term growth of principal while avoiding excessive risk. Short-term volatility consistent with the volatility of a comparable market index is anticipated, though management should strive to constrain it.
- Preservation of purchasing power – To achieve returns in excess of the rate of inflation plus spending over the investment time horizon in order to preserve purchasing power of agency and Trust assets. Risk control is an important element in the investment of Trust assets.

FCCLA's primary investment objective for the Long-Term Reserve Fund is to maximize returns while reducing portfolio risk through diversification and to ensure adequate levels of liquidity at all times. It is understood that fluctuating rates of return are characteristic of the securities markets.

General Principles

1. Investments shall be made solely in the interest of FCCLA.
2. The assets shall be invested with care, skill, prudence and diligence under the circumstances then prevailing that a prudent investor acting in like capacity and familiar with such matters would use in the investment of a like fund.
3. Investment of these funds shall be so diversified as to minimize the risk of large losses, unless under the circumstances it is clearly prudent not to do so.
4. FCCLA may employ one or more investment managers of varying styles and philosophies to attain the funds objectives.
5. The levels of cash or cash equivalents should be minimized to maximize investment returns within the allowable risk tolerance.

Time Horizon

The time horizon for investment purposes shall be 5-7 years. Investment performance and strategy will be monitored on a regular basis and adjusted as deemed appropriate.

Investment Goals

Over rolling 5-7 year periods, it is the goal of the Long-Term Reserve Fund to exceed, on a net of fee basis:

- 1) the Consumer Price Index plus 2%

- 2) a balanced index representative of the portfolio's asset allocation strategy

The investment goals above are the objectives for the aggregate Long-Term Reserve Fund rather than for each Investment Manager. The goal of each Investment Manager, over the investment horizon (defined as 5-7 years), shall be:

- 1) to meet or exceed the benchmark that most closely corresponds to the style of the respective Manager's investment management; and
- 2) to display an overall level of risk that is consistent with the risk associated with the respective benchmark (referenced above).

Recognizing that modern portfolio theory generally equates standard deviation with risk (i.e., the higher an asset's standard deviation, the "riskier" it is and thus the higher its return should be), risk will be measured by the standard deviation of a Manager's quarterly returns relative to the standard deviation of the representative benchmark over a common time frame.

INVESTMENT GUIDELINES

Risk Tolerance

Achievement of the Long-Term Reserve Fund's total return objective (as stated above) is the Board's primary concern. The Board understands that in order to achieve its objectives for the Long-Term Reserve Fund assets, the Fund will experience volatility of returns and fluctuations of market value. The portfolio is designed to minimize (though not eliminate) the probability of experiencing a "worse case" return of -12% in a given year.

Diversification

The fund shall not invest directly in the stock of any company or the bonds of any single issuer, with the exception of the US Government, its agencies, and federally insured instruments.

The fund shall invest only through diversified vehicles such as mutual funds, exchange traded funds or professionally managed pools of such investments, with the exception of the US Government, its agencies, and federally insured instruments.

For the purposes of diversification, investments in diversified mutual funds, exchange traded funds or professionally managed pools are not to be considered a single security. However, the individual holdings of each mutual fund, exchange traded fund, and professionally managed pool should be aggregated and reported at the total portfolio level.

In aggregate, no individual company's stock should total more than 7% of the portfolio's market value and no industry should represent more than 20% of the portfolio's market value.

In aggregate, no individual issuer's bonds should total more than 5% of the portfolio's market value, with the exception of the US Government, its agencies, and federally insured instruments.

Maturity

The Long-Term Reserve Fund will invest in securities appropriate for a time horizon of 5-7 years. The average weighted maturity of the fixed income portion of the Long-Term Reserve Fund will be 12 years or less. The maximum maturity of any individual fixed income security will be 30 years or less.

Liquidity

The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated.

Credit Quality

The average credit quality of the fixed income portion of the portfolio shall be “BBB” or higher.

Asset Allocation

The Long-Term Reserve Fund may be invested in equities, fixed income securities, cash, and cash equivalents. The proportion of the Long-Term Reserve Fund invested in each asset class should not be less or more than the percentages listed below. The Investment Advisor will determine the detailed composition and sub-categories within these ranges.

Asset Class	Minimum	Maximum
Large Cap U.S. Equity	17	30
Small/Mid Cap U.S. Equity	3	12
International Equity	10	20
Emerging Markets	0	10
REITs	0	10
Real Assets	0	10
Fixed Income	25	45
Cash	0	10

Rebalancing

Over time, due to changing capital market conditions a portfolio’s actual asset allocation will move away from its strategic target. The Investment Advisor may rebalance the Long-Term Reserve Fund as appropriate within the specified asset allocation ranges.

Reporting

The Investment Advisor will prepare a quarterly report to be distributed to the Staff and the Finance Committee containing a schedule of investments, the current asset allocation and investment performance compared to the objectives of this Policy and to appropriate benchmarks and indices.

PERMISSIBLE INVESTMENTS**Cash and Equivalents**

Cash and equivalent securities, with the exception of the US Government, its agencies, and federally insured instruments, shall only be held through diversified vehicles such as mutual funds, exchange traded funds or professionally managed pools of such investments.

- 1) Treasury Bills
- 2) Money Market Funds
- 3) STIF Funds (Short Term Investment Funds)

- 4) Commercial Paper
- 5) Banker's Acceptances
- 6) Repurchase Agreements
- 7) Certificates of Deposit
- 8) Checking and/or Savings accounts

Fixed Income

Fixed income securities, with the exception of the US Government, its agencies, and federally insured instruments, shall only be held through diversified vehicles such as mutual funds, exchange traded funds or professionally managed pools of such investments.

- 1) U.S. government and agency issues
- 2) U.S. mortgage-backed and asset-backed securities
- 3) U.S. corporate bonds
- 4) Senior, adjustable-rate U.S. bank notes.
- 5) Foreign government or foreign corporate bonds
- 6) High yield U.S. corporate bonds
- 7) Convertible U.S. corporate bonds

Equities

Equity securities shall only be held through diversified vehicles such as mutual funds, exchange traded funds or professionally managed pools of such investments.

- 1) Common stocks of U.S. corporations
- 2) Preferred stocks of U.S. corporations
- 3) Common stocks of foreign corporations
- 4) Stocks of U.S. real estate investment trusts (REIT's)

Alternative Investments

Alternative investments, including hedge funds, managed futures and other non-traditional investments, shall only be acquired when using a mutual fund or professionally managed pool of such investments.

PROHIBITED INVESTMENTS

Any investment not specifically permitted in this Policy.

CAPITAL RESERVE FUND

PURPOSE

The purpose of the Capital Reserve Fund is to provide permanent funding for the mission of FCCLA. Interest earned on this fund may be used for operating activities, but the principal can only be used for the purchase of a new National Headquarters or other large capital projects as approved on by the Board.

INVESTMENT OBJECTIVES

In order to meet its needs, the investment strategy of the Capital Reserve Fund is to emphasize total return; that is, the aggregate return from capital appreciation, dividend and interest income. Specifically, the primary objective in the investment management of the Endowment Fund shall be:

- Long-term growth of capital – to emphasize the long-term growth of principal while avoiding excessive risk. Short-term volatility consistent with the volatility of a comparable market index is anticipated, though management should strive to constrain it.
- Preservation of purchasing power - To achieve returns in excess of the rate of inflation plus spending over the investment time horizon in order to preserve purchasing power of agency and Trust assets. Risk control is an important element in the investment of Trust assets.

General Principles

1. Investments shall be made solely in the interest of FCCLA.
2. The assets shall be invested with care, skill, prudence and diligence under the circumstances then prevailing that a prudent investor acting in like capacity and familiar with such matters would use in the investment of a like fund.
3. Investment of these funds shall be so diversified as to minimize the risk of large losses, unless under the circumstances it is clearly prudent not to do so.
4. FCCLA may employ one or more investment managers of varying styles and philosophies to attain the funds objectives.
5. Cash is to be employed productively at all times by investment in Short-term cash equivalents to provide safety, liquidity and return.

Time Horizon

The time horizon for investment purposes shall be 5-7 years. Investment performance and strategy will be monitored on a regular basis and adjusted as deemed appropriate.

Investment Goals

Over rolling 5-7 year periods, it is the goal of the Capital Reserve Fund to exceed, on a net of fee basis:

- 1) the Consumer Price Index plus 2%
- 2) a balanced index representative of the portfolio's asset allocation strategy

The investment goals above are the objectives for the aggregate Capital Reserve Fund rather than for each Investment Manager. The goal of each Investment Manager, over the investment horizon (defined as 5-7 years), shall be:

- 1) to meet or exceed the benchmark that most closely corresponds to the style of the respective Manager's investment management; and
- 2) to display an overall level of risk that is consistent with the risk associated with the respective benchmark (referenced above).

Recognizing that modern portfolio theory generally equates standard deviation with risk (i.e., the higher an asset's standard deviation, the "riskier" it is and thus the higher its return should be), risk will be measured by the standard deviation of a Manager's quarterly returns relative to the standard deviation of the representative benchmark over a common time frame.

INVESTMENT GUIDELINES

Risk Tolerance

Achievement of the Capital Reserve Fund's total return objective (as stated above) is the Board's primary concern. The Board understands that in order to achieve its objectives for the Capital

Reserve Fund assets, the Fund will experience volatility of returns and fluctuations of market value. The portfolio is designed to minimize (though not eliminate) the probability of experiencing a “worse case” return of -10% in a given year.

Diversification

The fund shall not invest directly in the stock of any company or the bonds of any single issuer, with the exception of the US Government, its agencies, and federally insured instruments.

The fund shall invest only through diversified vehicles such as mutual funds, exchange traded funds or professionally managed pools of such investments, with the exception of the US Government, its agencies, and federally insured instruments.

For the purposes of diversification, investments in diversified mutual funds, exchange traded funds or professionally managed pools are not to be considered a single security. However, the individual holdings of each mutual fund, exchange traded fund, and professionally managed pool should be aggregated and reported at the total portfolio level.

In aggregate, no individual company’s stock should total more than 7% of the portfolio’s market value and no industry should represent more than 20% of the portfolio’s market value.

In aggregate, no individual issuer’s bonds should total more than 5% of the portfolio’s market value, with the exception of the US Government, its agencies, and federally insured instruments.

Maturity

The Capital Reserve Fund will invest in securities appropriate for a time horizon of 5-7 years. The average weighted maturity of the fixed income portion of the Capital Reserve Fund will be 12 years or less. The maximum maturity of any individual fixed income security will be 30 years or less.

Liquidity

The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated.

Asset Allocation

The Capital Reserve Fund may be invested in equities, fixed income securities, cash, and cash equivalents. The proportion of the Capital Reserve Fund invested in each asset class should not be less or more than the percentages listed below. The Investment Advisor will determine the detailed composition and sub-categories within these ranges.

Asset Class	Minimum	Maximum
Large Cap U.S. Equity	15	30
Small/Mid Cap U.S. Equity	0	10
International Equity	8	20
Emerging Markets	0	10
REITs	0	10

Real Assets	0	10
Fixed Income	35	55
Cash	0	10

Rebalancing

Over time, due to changing capital market conditions a portfolio's actual asset allocation will move away from its strategic target. The Investment Advisor may rebalance the Capital Reserve Fund as appropriate within the specified asset allocation ranges.

Reporting

The Investment Advisor will prepare a quarterly report to be distributed to the Staff and the Finance Committee containing a schedule of investments, the current asset allocation and investment performance compared to the objectives of this Policy and to appropriate benchmarks and indices.

PERMISSIBLE INVESTMENTS

Cash and Equivalents

Cash and equivalent securities, with the exception of the US Government, its agencies, and federally insured instruments, shall only be held through diversified vehicles such as mutual funds, exchange traded funds or professionally managed pools of such investments.

- 1) Treasury Bills
- 2) Money Market Funds
- 3) STIF Funds (Short Term Investment Funds)
- 4) Commercial Paper
- 5) Banker's Acceptances
- 6) Repurchase Agreements
- 7) Certificates of Deposit
- 8) Checking and/or Savings accounts

Fixed Income

Fixed income securities, with the exception of the US Government, its agencies, and federally insured instruments, shall only be held through diversified vehicles such as mutual funds, exchange traded funds or professionally managed pools of such investments.

- 1) U.S. government and agency issues
- 2) U.S. mortgage-backed and asset-backed securities
- 3) U.S. corporate bonds
- 4) Senior, adjustable-rate U.S. bank notes.
- 5) Foreign government or foreign corporate bonds
- 6) High yield U.S. corporate bonds
- 7) Convertible U.S. corporate bonds

Equities

Equity securities shall only be held through diversified vehicles such as mutual funds, exchange traded funds or professionally managed pools of such investments.

- 1) Common stocks of U.S. corporations
- 2) Preferred stocks of U.S. corporations
- 3) Common stocks of foreign corporations

4) Stocks of U.S. real estate investment trusts (REIT's)

Alternative Investments

Alternative investments, including hedge funds, managed futures and other non-traditional investments, shall only be acquired when using a mutual fund or professionally managed pool of such investments.

PROHIBITED INVESTMENTS

Any investment not specifically permitted in this Policy.

Appendix

APPROVAL/REVISIONS

A.	APPROVED REVISED REMOVED	October 2014 October 2019; July 2020 August 2022
B.	APPROVED REVISED	October 2014 October 2019; July 2020; August 2025
C.	APPROVED REVISED	October 2014 July 2020; August 2025
D.	APPROVED REVISED	October 2014 July 2020; August 2023; August 2025
E.	APPROVED REVISED	October 2014 July 2020
F.	APPROVED REVISED	October 2014 September 2018; July 2020; August 2025
G.	APPROVED REVISED	October 2014 October 2019
H.	APPROVED REVISED	October 2014 October 2019
I.	APPROVED	October 2014
J.	APPROVED REMOVED	November 2018 August 2025
K.	APPROVED	July 2025