



LONG RANGE GOALS

VIRGINIA BOARD OF DIRECTORS

FAMILY, CAREER and COMMUNITY LEADERS OF AMERICA, Inc.

Revised September 2017

GOAL 1:	The Virginia Association of Family, Career and Community Leaders of America, Inc. will offer quality programs and services that meet the needs of the members and advisers. RATIONALE: In order for the organization to be effective, it must provide programs and services needed by its members and advisers.	
Objective 1.1	Support innovative programs that address the needs and interests of members and advisers.	
Current Strategies:	Action/Results/Recommendations:	
1. Promote involvement of Virginia FCCLA members in state and national FCCLA programs.	<ul style="list-style-type: none"> ➤ SLRC activities include program awards, training workshops, and conference badge ribbons recognizing program participation. ➤ Workshops at VATFACS & FCCLA conferences include program updates. ➤ State and national program information and award winners are on website. ➤ A user-friendly package for delivery of regional leadership training sessions by local FCCLA chapters, called "Leadership in a Flash," has been developed and marketed. 	
2. Emphasize importance of correlating Virginia SOLs, essential elements in the curriculum, national FACS standards, and FCCLA programs/competitive events.	<ul style="list-style-type: none"> ➤ Crosswalk of FCCLA programs with the FACS curriculum is available through the CTE Resource Center and the state Dept. of Education. ➤ Courses for new and returning teachers are provided by state staff and include FCCLA integration. ➤ FCCLA as a co-curricular tool is emphasized in all trainings for advisers. ➤ National STAR Events have been revised to reference FACS standards to which they correlate, and academic skills that are incorporated in the event. 	
Objective 1.2	Support the key role of the adviser in creating and maintaining an effective FCCLA chapter.	
1. Establish an adviser mentoring network: ~ Create and maintain a process for connecting new/inexperienced advisers with trained mentors. ~ Develop materials and guidelines for both mentors and mentees.	<ul style="list-style-type: none"> ➤ State staff, state officers, and adviser-to-adviser leaders have created the process and continue updates. ➤ Experienced advisers are continually recruited for inclusion in the Adviser 911 resource. ➤ A membership/adviser development coordinator position has been created with adviser training and support as the primary responsibility. 	
2. Provide information updates, in-service, and other training for advisers, targeting integration of FCCLA into the FACS curriculum and use of national program materials.	<ul style="list-style-type: none"> ➤ Adviser training is conducted at VATFACS and at SLRC on FCCLA as co-curricular and using FCCLA national program materials. ➤ Recertification courses are offered biannually for FACS teachers on integrating FCCLA. ➤ An "Adviser Resources and Recognition" section is included on the state website, including links to program related resources. ➤ Adviser training sessions are held each fall, targeting different regions of the state to be regularly accessible to all FACS teachers. ➤ State staff provides in-service to FACS teachers upon request of local school divisions as scheduling permits. 	

<p>3. Provide opportunities for adviser involvement, recognition and leadership.</p>	<ul style="list-style-type: none"> ➤ The role of the adviser-to-adviser leaders includes conducting adviser workshops and training. ➤ Advisers hold leadership positions on the Board of Directors, the STAR Events Management Team, and the State Executive Council; positions are advertised on the state website. ➤ Workshops are held routinely at the SLRC encouraging advisers to run students for state office. ➤ The Virginia Association nominates advisers for available positions on the national Board of Directors and Competitive Events Advisory Team. ➤ Advisers are continually offered opportunities to be “round table” topic leaders and workshop presenters at both state and national meetings. ➤ Advisers with targeted expertise serve as trainers in the FCCLA sponsored recertification classes. ➤ The “adviser awards” include a Teacher of Teachers award; all adviser awards are on the state website, including lists of past recipients. ➤ “Leadership Opportunities for Advisers” is a category of information on the advisers’ section of the state FCCLA website. ➤ Virginia FCCLA encourages advisers to participate in the Adviser Academy sponsored by national.
<p>4. Work with teacher educators and provide pre-service opportunities for Family and Consumer Sciences education students that will prepare them as advisers.</p>	<ul style="list-style-type: none"> ➤ Teacher educators are invited to SLRC and encouraged to bring students. ➤ The Membership & Adviser Development Coordinator will provide FCCLA resources for all Virginia FACS Education programs. <p><i>RECOMMENDATION: Communication Committee will continue to focus on this strategy.</i></p>

<p>GOAL 2:</p>	<p>The Virginia Association of Family, Career and Community Leaders of America, Inc. will seek adequate resources to provide funding for existing and new programs and services to its members that are in harmony with the organization’s mission and purposes. RATIONALE: Adequate funding through dues income, non-dues sources, and corporate/foundation support is necessary for FCCLA to continue to provide programs and services to its members and advisers.</p>	
<p>Objective 2.1</p>	<p>Regularly review and assess allocation of resources.</p>	
<p>Current Strategies:</p>	<p>Action/Results/Recommendations:</p>	
<p>1. Continue collaboration with other CTSOs and professional organizations to insure and maintain current staffing of the Virginia FCCLA state adviser position.</p>	<ul style="list-style-type: none"> ➤ FCCLA officers participate as appropriate in the VACTE Leadership Conference with visits to the General Assembly, and other planned activities. ➤ FCCLA state adviser/s participate in CTE conferences and meetings as requested by the FACS program specialist. 	
<p>2. Analyze and anticipate dues adjustments to minimize the impact on membership.</p>	<ul style="list-style-type: none"> ➤ The Finance Committee addresses this during committee sessions. 	
<p>3. Target available resources to program priorities as identified by the Program Committee.</p>	<ul style="list-style-type: none"> ➤ The Finance Committee addresses this during committee sessions. 	

Objective 2.2	Set policy relating to program and fiscal matters and be responsible for sound management.	
1. Analyze cost vs. budget projections to continually develop and revise an operating budget and monitor expenses for cost effectiveness.	➤ This is done by the Finance Committee using information provided by the business office at MECC.	➤ A biennium budget format has been developed and is in use.
2. Establish financial independence through the formation of the Virginia FCCLA Leadership Foundation.	➤ The foundation is established and supports activities of the Virginia Association based on recommendations from the foundation's Board and the Virginia FCCLA Board.	➤ The foundation implements annual strategies for fundraising activities and promoting financial support of Virginia FCCLA.
Objective 2.3	Identify means to enhance non-dues revenue.	
1. Continue implementing corporate and individual donor campaigns, including identifying and applying for grants.	➤ State officers and board members continue to establish foundation partnerships.	
2. Develop a presentation for business and industry for state officers, state officer advisers, chapter advisers, and Board of Directors to use.	➤ National FCCLA's "Branding & Promotion Guide," includes PSAs, TV spots, etc. The Communications Committee will continue to develop strategies for using the materials and providing PR training.	
	➤ A sample presentation for business/industry/civic organizations is part of the state officers' leadership training.	
GOAL 3:	The Virginia Association of Family, Career and Community Leaders of America, Inc. will retain and expand membership through programs and services that further the mission and purposes of FCCLA as an integral part of Family and Consumer Sciences.	
	RATIONALE: To reach the maximum number of students with its programs, FCCLA needs to increase membership.	
Objective 3.1	Maintain and/or increase current chapter membership and seek to establish new chapters.	
Current Strategies:	Action/Results/Recommendations:	
1. Identify and target potential advisers through: A. Professional development opportunities offered to enhance skills and show the value of FCCLA involvement for students. B. Strengthening linkage with teacher educators, state department, and school administrators. C. Recognition of new chapter advisers.	➤ A "New Adviser's Action Plan" was created and is available on the website and for use by mentors. It is updated annually. ➤ The recertification course (offered biannually) targets new or inexperienced advisers and includes an FCCLA membership component. ➤ FCCLA will take the opportunity to exhibit at VATFACS annually and at other CTE meetings as recommended by the FACS program specialist. ➤ New chapters receive a welcome letter from the VP of Membership. ➤ A New Adviser section is on the website. ➤ A new/returning teacher session on FCCLA is offered at VATFACS conference regularly. ➤ The Membership & Adviser Development Coordinator (Kathleen Buchanan) travels to school divisions as requested to provide assistance and in-service for FACS teachers. ➤ Both the SEC and the BOARD annually review/revise a detailed Membership Strategies document. ➤ Advisers are encouraged to participate in the national New Adviser Academy.	
2. Maintain data on membership and affiliation, using this data as a resource in developing on-going strategies to increase membership.	➤ Affiliation records are maintained (by school division), based on national FCCLA data. ➤ The SEC and Board Membership Committee annually review, update and take action on the separate strategic plan for membership. ➤ Formulate a plan for recruiting members from diverse populations and specific geographical areas.	

<p>3. Provide affiliation information and assistance to members and advisers.</p>	<ul style="list-style-type: none"> ➤ Affiliation online is done through the national FCCLA website; a membership information section is part of our state website. ➤ The Membership & Adviser Development Coordinator maintains regular contact with new advisers, routinely offers assistance to FACS teachers who do not affiliate chapters, and visits chapters upon request. ➤ State officers contact or visit new and unaffiliated chapters. ➤ Training for new/returning teachers (with emphasis on affiliation) is offered at VATFACS. ➤ Affiliation information and assistance is part of the fall adviser sessions. ➤ National Urban Affiliation has been reinstated - for city school divisions with a core population of 100,000 or more, total dues \$6,000 (equivalent of 500 members).
<p>4. Recognize chapters for membership accomplishments.</p>	<ul style="list-style-type: none"> ➤ Membership awards are given to: new chapters, chapters increasing by 20+, milestones (50, 100, 150, etc.), middle level milestone, and largest chapter. ➤ Chapters receiving membership awards receive badge ribbon at SLRC. ➤ Chapters receiving membership awards are listed on the state website. ➤ A membership campaign is designed or updated annually and includes incentives for membership increases.
Objective 3.2	Promote the value of FCCLA to students, teachers, teacher educators, and administrators.
Current Strategies:	Action/Results/Recommendations:
<p>1. Increase awareness of FCCLA among administrators, and continue to promote the School Administrator Award.</p>	<ul style="list-style-type: none"> ➤ A new chapter welcome letter is sent to the school principal. ➤ Outstanding School Administrator awards given annually at SLRC; chapters are encouraged to make nominations; form is on state website along with list of current recipients. ➤ Board Executive Committee selects state nominee/s for national award.
<p>2. Demonstrate how FCCLA programs correlate with Virginia SOLs and fulfill service-learning requirements.</p>	<ul style="list-style-type: none"> ➤ FCCLA programs have been cross-walked with FACS curriculum.
<p>3. Provide information and training on FCCLA programs for teacher educators and local FACS supervisors.</p>	<ul style="list-style-type: none"> ➤ The Membership & Adviser Development Coordinator will provide FCCLA resources for all Virginia FACS Education programs. ➤ University/college educators are invited to exhibit at SLRC Expo and encouraged to bring/send FACS education students.
<p>4. Promote the use of the vision and mission statements for Family and Consumer Sciences Education.</p>	<ul style="list-style-type: none"> ➤ Vision and mission statements are currently printed in all curriculum guides. ➤ FCCLA officers and their advisers review this as part of their annual leadership training. ➤ The mission and purposes of FCCLA and FACS are on the state website. ➤ A link to the Dept. of Ed.'s FACS website is on the state FCCLA website. ➤ FACS logo is used on major publications and PR materials.
Objective 3.3	Collaborate with related organizations to promote FCCLA, FACS, and career and technical education.
<p>1. Collaborate with related organizations, participating in meetings and activities. Related organizations will include national FCCLA, Alumni & Associates, other CTSOs, FACS and CTE professional organizations, education associations, and business/industry professional organizations related to FACS curriculum.</p>	<ul style="list-style-type: none"> ➤ FCCLA participates at VATFACS annually. ➤ Virginia members, advisers, and state staff participate in the National Leadership Conference, Capitol Leadership, and National Cluster meetings. ➤ State adviser/s participate in staff development provided by national FCCLA. ➤ State adviser/s attend ACTE national conference, participating in NASAFACS and NATFACS sessions. ➤ State adviser/s and/or Virginia advisers attend state and national AAFCS and NASAFACS meetings. ➤ FCCLA officers participate in state CTSO meetings / CTE Month activities. ➤ State officers attend designated trainings at the NLC and Cluster meetings. ➤ Virginia FCCLA partners with AAFCS and NASAFACS in implementing the "Say Yes to FCS" campaign.

	<ul style="list-style-type: none"> ➤ The Virginia A&A takes a major role in planning and presenting the SLRC; recruits former members, advisers, and supportive adults to remain involved in FCCLA activities at local, state, and national levels.
2. Become involved with external business and industry groups, civic organizations, and governmental agencies.	<ul style="list-style-type: none"> ➤ State officers and board members seek foundation partnerships and make presentations for civic organizations, school boards, and business/industry. ➤ Representatives of business and industry serve on the FCCLA Board and on the Foundation Board, and are invited to present workshops or be a part of the FCCLA Expo at SLRC. ➤ STAR Events evaluators are recruited from the identified external groups. ➤ FCCLA officers and advisers have routinely visited with local, state, and national elected officials to promote FCCLA and CTE. ➤ Research programs, issues, and initiatives in which FCCLA could partner with other organizations, government agencies, or business and industry.

GOAL 4:	<p>The Virginia Association of Family, Career and Community Leaders of America will enhance the image and awareness of the organization.</p> <p>RATIONALE: If the general public, including parents, school administrators, and government officials, have a better understanding of FCCLA, membership will increase and outside support will be enhanced.</p>
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Objective 4.1	Develop a public relations plan to position FCCLA as the premier student organization responsible for training citizens and leaders in the family, community, and career settings.
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Current Strategies:	Action/Results/Recommendations:
1. Using the national FCCLA “Branding & Promotion Guide” materials as a resource, create a long-range public relations plan which will include state association strategies as well as PR materials, ideas, and incentives for local chapters.	<ul style="list-style-type: none"> ➤ State officers and their advisers, as well as all others attending the NLC received information and basic training in the FCCLA PR materials. ➤ The materials are available on the national FCCLA website and are described on the state website with a link to national. ➤ The FCCLA PR awards have been added to the state website awards list. ➤ FCCLA PR information has been included in all member and adviser trainings conducted by FCCLA state staff since its development.
2. Continue to use and upgrade technology to showcase Virginia FCCLA.	<ul style="list-style-type: none"> ➤ The state website is regularly updated and will continue to be enhanced as recommended by the SEC / Board. ➤ Virginia FCCLA’s Facebook page is monitored and updated continually. Twitter, Pinterist and Instagram sites have been created and are updated /monitored regularly. ➤ The SLRC is visibly enhanced by the use of technology during general sessions and workshops. ➤ Technology is continually upgraded for STAR Events management. ➤ Expand use of electronic means for sharing documents among board members and for chapter use (i.e. online Outstanding Chapter application). ➤ Funding for equipment upgrades is a line item in the FCCLA budget.
3. Seek public relations opportunities to create support for local FCCLA chapters as well as the state association.	<ul style="list-style-type: none"> ➤ News releases on all state and national FCCLA activities are made available to chapters. ➤ SLRC recognition for FCCLA chapters who do public relations projects includes a badge ribbon. ➤ The SLRC Outreach Project typically targets a regional or state organization to receive support, thus increasing awareness of FCCLA. ➤ The state officers are required to make presentations to either their school board or a civic organization in their community as part of their officer duties.
4. Promote awareness of applicability of FCCLA programs	<ul style="list-style-type: none"> ➤ Continually review publications, meeting agendas, and training sessions for appropriate content targeting

to males and culturally diverse populations.	males and diversity. <ul style="list-style-type: none"> ➤ Trainers, speakers, and presenters are selected with diversity as criteria. ➤ State website photos emphasize diversity.
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GOAL 5:	The organizational structure of the Virginia Association of Family, Career and Community Leaders of America will support the mission and purposes of the organization.	
	RATIONALE: An effective and efficient governance structure is vital to the successful operation of an organization.	
Objective 5.1	Analyze and evaluate the functions of the Board of Directors on a regular basis.	
Current Strategies:	Action/Results/Recommendations:	
1. Orient new members of the Board of Directors to their roles and responsibilities.	➤ Orientation for new board members is held annually as part of the board meeting.	
2. Review committee structure regularly to insure it is still appropriate to the mission and purposes of FCCLA.	➤ The need for additional committees or changes in existing committees is a responsibility of the Executive Committee with ad hoc committees created as deemed necessary.	
Objective 5.2	Evaluate and articulate the role of constituent groups, including members, local advisers, and state staff.	
1. Seek increased involvement by constituent groups in FCCLA activities and program planning	➤ Current policies assure a wide range of constituent groups serve on the Board of Directors. Additional director positions may be added as the need is identified.	
2. Maximize input to committees from these groups.	➤ Representatives of constituent groups serve on all board committees.	
Objective 5.3	Communicate the importance of the organizational infrastructure that supports program and membership services.	
1. Use the state website to explain the organizational infrastructure, focusing on the interdependence and interrelationship of national, state, and local chapters.	➤ The state website contains a download of the state bylaws, which explains the organizational structure. ➤ The state website includes a listing of and information on the state Board of Directors, the State Executive Council, the Foundation Board of Directors, and state staff.	