



VIRGINIA
STATE ASSOCIATION

STRATEGIC PLAN
VIRGINIA BOARD OF DIRECTORS
FAMILY, CAREER and COMMUNITY LEADERS OF AMERICA, Inc.

Revised September 2023

GOAL 1: <i>(National goal: Programs)</i>	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, and prepare members for their chosen career pathway. 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 and FCCLA conferences include program updates. ➤ College Days include national program information. ➤ State and national program information and award winners are on website. ➤ Mini-grants are awarded by the Virginia FCCLA Leadership Foundation to chapters for national program projects. 	
2. Emphasize importance of correlating Virginia SOLs, essential elements in the curriculum, national FCS standards, and FCCLA programs/competitive events.	<ul style="list-style-type: none"> ➤ Correlation of FCCLA national programs and competitive events with the Virginia FCS curriculum is available through the CTE Resource Center. ➤ Professional development for new and returning teachers is provided by state staff and includes FCCLA integration. ➤ FCCLA as an intra-curricular component is emphasized in all trainings for advisers. 	
Objective 1.2	Support the key role of the adviser in creating and maintaining an effective FCCLA chapter.	
1. Create opportunities for mentoring of advisers. ~ 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 leaders have created the process and continue updates. A membership/adviser development coordinator position continues, with adviser training and support as the primary responsibility. ➤ A Virginia FCCLA Adviser Facebook page has been created for sharing of ideas and questions. ➤ Adviser sessions at state conference and VATFACS, along with Adviser Boot Camp serve as avenues for networking and mentoring. 	
2. Provide information updates, in-service, and other training for advisers, targeting integration of FCCLA into the FCS 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 intra-curricular and using FCCLA national program materials. ➤ Adviser professional development is offered for FCS teachers on integrating FCCLA, including annual Adviser Boot Camp. ➤ An “Adviser Resources and Recognition” section is included on the state website, including links to program related resources. ➤ State staff provides in-service to FCS 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. ➤ Information is routinely provided to encourage 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 conferences. ➤ Advisers with targeted expertise serve as trainers in FCCLA-sponsored professional development. ➤ All adviser awards are on the state website, including lists of past recipients. ➤ The “Teacher of Teachers Award” is presented to the adviser of a student participating in the Say Yes to FCS signing ceremony at state conference each year. ➤ “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 and Adviser Development Coordinator will provide new FCCLA resources for all Virginia FCS Education programs. <p><i>RECOMMENDATION: Communication Committee will continue to focus on this strategy.</i></p>

<p>GOAL 2: <i>(National goal: Infrastructure)</i></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>1. Continue collaboration with other CTSOs and professional organizations to insure and maintain current staffing of the Virginia FCCLA state adviser position.</p>	<p>Action/Results/Recommendations:</p> <ul style="list-style-type: none"> ➤ FCCLA officers participate as appropriate in the Virginia ACTE 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 FCS 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. Board members are to generate a list of prospective partners where they have personal connections and work to make those partnerships.	
2. Develop a presentation for business and industry for state officers, state officer advisers, chapter advisers, and Board of Directors to use.	➤ The most current edition of national's "FCCLA Branding Guide" includes PSAs, media advisories, media releases, 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: <i>(National goal: Growth)</i>	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 Boot Camp/Adviser 101 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 FCS program specialist. ➤ New chapters receive a welcome letter from the Vice President 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 and Adviser Development Coordinator travels to school divisions as requested to provide assistance and in-service for FCS 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 as well as VDOE data on where FCS courses are taught. ➤ The SEC and board Membership Committee annually review, update and take action on the separate strategic plan for membership.	

	<ul style="list-style-type: none"> ➤ The Membership Committee shall formulate a plan for recruiting members from diverse populations and specific geographical areas.
3. Provide affiliation information and assistance to members and advisers.	<ul style="list-style-type: none"> ➤ Affiliation online is done through the national FCCLA portal; a membership information section is part of our state website. ➤ The Membership and Adviser Development Coordinator maintains regular contact with new advisers, routinely offering assistance to FCS 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 adviser professional development sessions. ➤ Emphasize the Unlimited Affiliation Package and the Middle Level Affiliation Option as a means for equity and involving all students enrolled in FCS. ➤ National Urban Affiliation is available as an option for city school divisions with a core population of 100,000 or more, total dues \$6,000 (equivalent of 500 members).
4. Recognize chapters for membership accomplishments.	<ul style="list-style-type: none"> ➤ Membership awards are given to: new chapters, milestones (50, 100, 150, etc.), middle level milestone, largest chapter, and chapters affiliating under one of the national packages. ➤ Chapters receiving membership awards receive badge ribbon and a chapter trophy 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:
1. Increase awareness of FCCLA among administrators, and continue to promote the School Administrator Award.	<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. The A&A Executive Board or state staff completes the required application form and paperwork.
2. Demonstrate how FCCLA programs correlate with Virginia SOLs and fulfill service-learning requirements.	<ul style="list-style-type: none"> ➤ FCCLA programs have been correlated with FCS curriculum.
3. Provide information and training on FCCLA programs for teacher educators and local FCS supervisors.	<ul style="list-style-type: none"> ➤ The Membership and Adviser Development Coordinator will provide new FCCLA resources for all Virginia FCS Education programs. ➤ University/college educators are invited to exhibit at SLRC Expo and encouraged to bring/send FCS education students.
4. Promote the use of the vision and mission statements for Family and Consumer Sciences Education.	<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 FCS are on the state website. ➤ A link to the VDOE's FCS website is on the state FCCLA website. ➤ FCS logo is used on major publications and PR materials. Hashtags will be added to social media posts.

Objective 3.3	Collaborate with related organizations to promote FCCLA, FCS, and career and technical education.	
1. Collaborate with related organizations, participating in meetings and activities. Related organizations will include national FCCLA, Alumni & Associates, Ruby Circle, other CTSOs, FCS and CTE professional organizations, education associations, and business/industry professional organizations related to FCS curriculum.		<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 (as necessary), and the Fall National Conference. ➤ State adviser/s participate in staff development provided by national FCCLA. ➤ State adviser/s attend ACTE national conference, participating in LeadFCS Education sessions. ➤ State adviser/s and/or Virginia advisers attend state and national AAFCS and LeadFCS Education meetings. ➤ FCCLA officers participate in state CTSO meetings / CTE Month activities. ➤ State officers attend designated trainings at the NLC and Fall National Conference. ➤ Virginia FCCLA partners with AAFCS and LeadFCS Education in implementing the “Say Yes to FCS” campaign. ➤ 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. (see p. 3) ➤ 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. ➤ Opportunities for collaboration are identified in which FCCLA could partner with other organizations, government agencies, or business and industry.

GOAL 4: <i>(National goal: Communications)</i>	The Virginia Association of Family, Career and Community Leaders of America will enhance the image and awareness of the organization. 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.	
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.	
Current Strategies:	Action/Results/Recommendations:	
1. Using national’s “FCCLA’s Branding 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 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 and social media accounts are regularly updated and will continue to be enhanced as recommended by the SEC / board.

	<ul style="list-style-type: none"> ➤ 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, shared board folder, etc.). ➤ 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 to males and culturally diverse populations.	<ul style="list-style-type: none"> ➤ Continually review publications, meeting agendas, and training sessions for appropriate content targeting males and diversity. ➤ Trainers, speakers, and presenters are selected with diversity as criteria. ➤ State website photos emphasize diversity.

GOAL 5: <i>(National goal: Infrastructure)</i>	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.	<ul style="list-style-type: none"> ➤ 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. 	