

**American Association of Family and
Consumer Sciences
(AAFCS)**

Strategic Planning Guide

2008-2013

... to launch our next century!



**Developed by AAFCS Board of Directors, August 2007 - May 2008
Strategic Plan Approved by the AAFCS Senate, June 2008**

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The AAFCS Strategic Plan

Introduction

The American Association of Family and Consumer Sciences (AAFCS) is comprised of informed members and volunteer leaders supported by valued and flexible staff willing to engage in compelling issues that affect the quality of life of individuals, families, and communities. Key challenges for AAFCS include the evolving family and consumer sciences marketplace, changing membership demographics, globalization, and the redefinition of the role of associations in the information age. As AAFCS celebrates a century of existence, members and leaders are working together to significantly transform and successfully position the Association for its second century.

Professional development is the Strategic Focus for AAFCS. The Association will focus on those services and activities that most closely align with the new AAFCS Mission. Four major Strategic Outcomes for 2008-2013 support the Mission and Strategic Focus. The Strategic Outcomes will be achieved through Action Plans developed by the AAFCS Board of Directors, Communities, Committees, Councils, Units, and other Association groups. These Action Plans will define what those groups will do to fulfill the AAFCS Mission and Strategic Focus.

Mission *(focus for decisions and actions)*

To provide leadership and support for professionals whose work assists individuals, families, and communities in making informed decisions about their well being, relationships, and resources to achieve optimal quality of life.

Vision *(clear and compelling catalyst that serves as a focal point for positioning the Association through planning and actions)*

Individuals, families, and communities are achieving optimal quality of life assisted by competent, caring professionals whose expertise is continually updated through AAFCS.

Core Values *(essential and enduring principles that guide an association, inform decisions and attract members)*

Association members:

- Believe in the family as a fundamental unit of society.
- Embrace diversity and values all people.
- Support life-long learning and diverse scholarship.
- Exemplify integrity and ethical behavior.
- Seek new ideas and initiatives and embraces change.
- Promote an integrative and holistic approach, aligned with the FCS body of knowledge, to support professionals who work with individuals, families, and communities.

Strategic Focus *(the priority member benefit and product for attracting external customers)*

AAFCS provides its members and customers high quality research-based **professional development** distinguished by its integrative and holistic approach. ***Professional development*** - the ongoing acquisition of education, materials, assessments, and experiences that enable growth and expansion of thinking, ideas, knowledge, and skills)

Strategic Outcomes *(the Association's major goals to be achieved; the purposes for action)*

Strategic Outcome 1:

- **Knowledge and Skills are Applied for the Public Good** - Members and customers are recognized for generating and applying research-based knowledge and skills gained through AAFCS to implement programming that addresses public issues and prevents, reduces, or eliminates persistent personal and societal problems.

Strategic Outcome 2:

- **AAFCS is Key to Success for Professionals in FCS** – Members, customers and partners view engagement in AAFCS initiatives, networking and ongoing professional development and research opportunities as key to their professional success.

Strategic Outcome 3:

- **AAFCS Credentials are Highly Valued** - AAFCS accreditation, certification and testing programs are recognized as valuable to individuals, educational institutions, and industries that prepare and employ preprofessionals and professionals engaged in the work of improving quality of life.

Strategic Outcome 4:

- **AAFCS Collaboration Effectively Leverages Resources** - FCS allies collaborate to leverage organizational resources and achieve mutually desirable goals.

Strategic Actions *(initiatives and projects taken by AAFCS and AAFCS groups in support of achieving the Strategic Outcomes)*

Strategic Actions will be determined by AAFCS groups as a component of their Action Plans.

Action Plans *(the blueprint of strategies and activities planned by each AAFCS group to work toward realizing the Mission and Strategic Outcomes)*

Action Plans will be developed to assure that:

- Each Action Plan aligns with one or more of the AAFCS Strategic Outcomes;
- All hold themselves accountable to the Mission and Strategic Outcomes; and
- Taken together, the Action Plans form a basis for determining progress toward the vision.

The AAFCS Strategic Planning Process

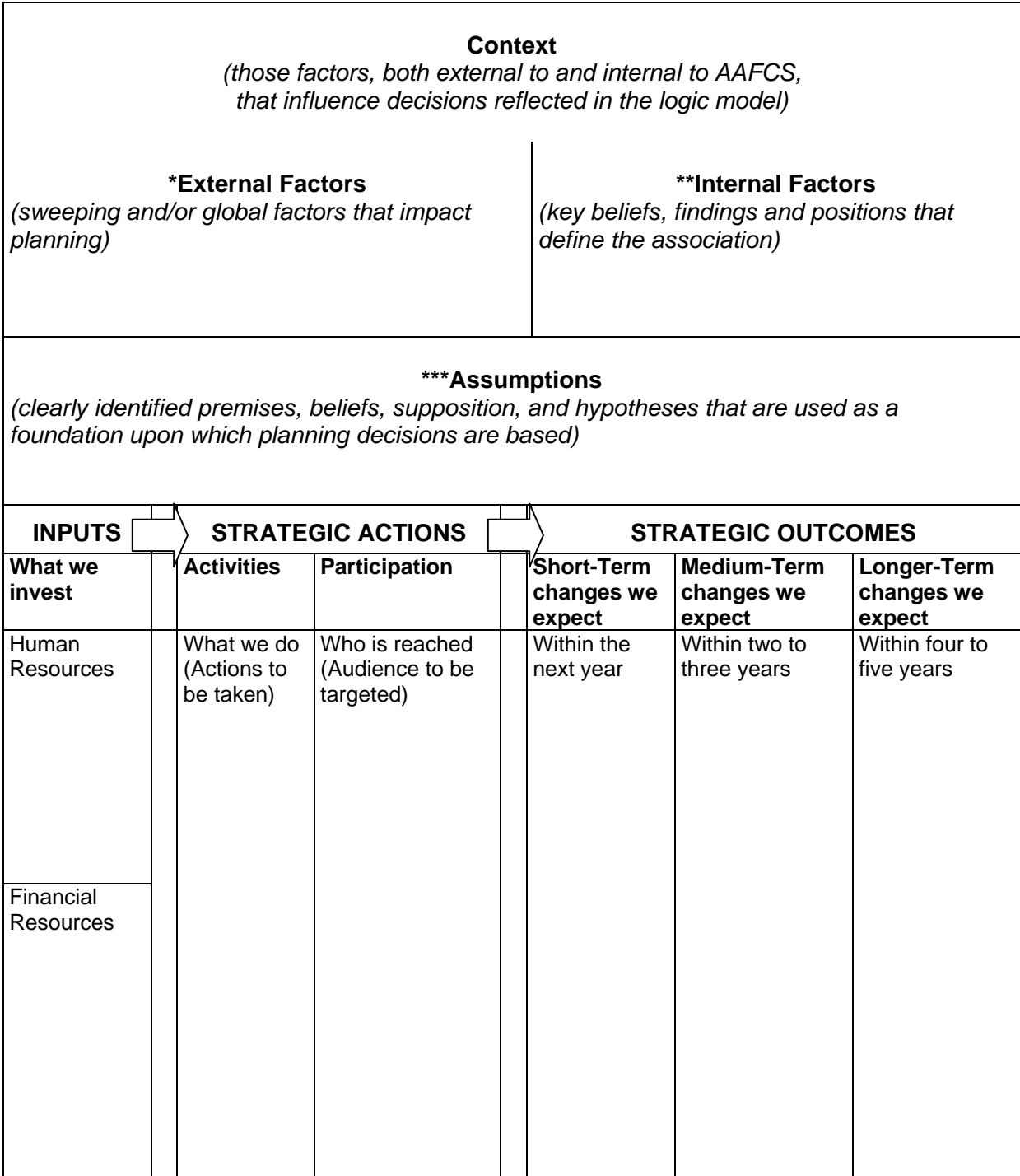
Implementation and Utilization of the AAFCS Strategic Plan

The AAFCS Strategic Plan was developed to shape the Association's future by being fully integrated into its operational structure. To assure integration of the Strategic Plan throughout AAFCS and utilization of the Strategic Plan to the fullest possible extent, the following practices will be instituted:

- The AAFCS Board of Directors, members, and staff will continue to review the profession's environment by analyzing trends, membership expectations, and other valuable data, and will engage in the Strategic Planning Process to develop Action Plans.
- Based on the Board's review and planning, recommendations shall be made annually regarding Strategic Actions for the year ahead. Further, the Board of Directors will monitor the implementation of Action Plans by all AAFCS groups.
- The AAFCS Strategic Plan will be provided to all AAFCS groups as they initiate their annual strategic planning processes to develop Action Plans. All AAFCS programs, services, and initiatives are expected to move the Association toward the Strategic Outcomes through the actions taken, evaluated, and reported.
- Human, financial, and other resources needed for execution of the Action Plans are projected and requested in keeping with AAFCS priorities and granted according to available resources. Yearly actions will be guided by a multi-year planning framework.
- The AAFCS Mission, Vision, Core Values, and Strategic Outcomes in the Strategic Plan provide the primary basis for the annual budget development by AAFCS groups, staff, the Finance Committee, and the Board of Directors. Financial resources shall be allocated according to areas of greatest priority by the Finance Committee and Board of Directors.

Strategic Logic Model

The Strategic Logic Model is used as a method for creation of Action Plans; making explicit the external and internal factors and assumptions that influence the strategic planning process; allocating resources; stating intended strategic actions; and showing strategic outcomes in the short, medium, and/or longer-term timeframes.



***External Factors**

Sweeping and/or global factors indicated by current research projections that impact planning

Social/Demographics

- Increasingly diverse populations will impact the workforce, education, human services, and government requiring significant transformations.
- Older individuals will play a more significant role in leadership, the economy, and health care decisions.
- Workers will take increasing advantage of nontraditional technology and alternative locations for conducting their work.
- Health issues and their impact on individuals and families will increase.
- Education at every level will undergo massive changes in delivery, seat time, requirements, providers, locations, curricula, and teachers.

Global Business Climate

- Global interdependence will increase economically, socially, politically, and culturally.
- Entrepreneurial opportunities will continue to increase.

Industry Structure/Competition

- Partnership and collaboration, rather than competition, will become a model for successful organizations.
- A dichotomy between the university requirement for specialization and the work force requirement for comprehensive knowledge bases will continue to grow.
- Commercial interests will be an influential part of many aspects of life including universities, schools, and other aspects of society once considered more neutral or focused on the public good.

Legislation/Regulation

- Concerns will increase about health and wellness and health care.
- The need for every individual to be more active in legislative and regulatory processes will increase.

Technology/Science

- Information overload will continue to grow, and people will need skills to filter and prioritize information.
- Technology will grow at a faster pace than the development of rules and regulations on its usage, causing increased moral dilemmas and outdated public policy.
- Privacy and ethical issues related to technology and information access and transfer will increase.

Ethics

- Concerns about ethical research and practice will increase.
- Ethical reasoning and action by professionals will be essential as persistent human problems increase in complexity.

****Internal Factors**

Key beliefs, findings, and positions that define the Association

Outcomes from Future Search Summit

- Develop strong brand for FCS.
- Facilitate an alliance/coalition of groups interested in the well-being of individuals, families, and communities, recognizing that AAFCS does not “own” the field of FCS.
- Expand membership to include all who support the mission.
- Address changes in composition of the nation's population.
- Develop facilitated communication through expansion and enhancements to the website and use of technology.
- Enhance research as the foundation of practice that addresses individual, family and community issues and public policy.
- Provide professional development for education and advocacy.
- Enhance careers that promote linkages in education and transitions across the lifespan.

Tenets of “Transforming AAFCS: New Era of Action”

- Focus on professionals rather than the field
- Focus on professionals rather than whole “public” interested in FCS topics
- Streamlined organization
- Flexible organization
- Nimble organization
- Shift of some work from staff to volunteers/leaders
- Reconfigured Board of Directors and Finance Committee
- Development of “organic” membership structure (communities)
- Creation of comprehensive business planning

Niche of AAFCS among FCS-related organizations

- Professional development in multiple practice settings
- Credentialing and testing
- Research based body of knowledge
- Integrative research and programming

The Mission, Vision and Strategic Focus statements

The Mission, Vision and Strategic Focus statements as stated on page 2 of this document are central to any AAFCS strategic planning process.

***** Assumptions**

Clearly identified premises, beliefs, suppositions, and hypotheses used as a foundation for discussion and development of Action Plans

Assumptions about the Association

- The Association provides leadership and support for professionals whose work assists individuals, families, and communities in making informed decisions.
- The Association regularly engages members and other stakeholders in strategic planning and communicating changes in the association to gain their support and participation.
- The Association meets the needs of its collaborative partners while still serving our own membership.
- The Association increases the size and diversity of its membership and customer base, and therefore, its impact.
- The Association attracts, retains, engages, and recognizes students, other young people, and new professionals, along with current members, and fulfills their expectations.
- The Association is financially and programmatically responsible while increasing flexibility and nimbleness to respond to emerging opportunities and new initiatives.
- The Association creates new streams of revenue, sponsorships, and other sources of funding and support to serve customers.
- The Association seeks ways to support and strengthen FCS professionals whose practice settings are in programs at the middle school, secondary school, and university levels; in agencies; and in business and industry.
- The Association provides leadership and support for research efforts of professionals in the field to provide high quality information to strengthen practice.
- The Association is open to changes to its governance structure and operating policies and procedures necessary to support its Mission and Strategic Focus.

Assumptions about Service to Families and Consumers

- AAFCS establishes value to the public through effective programs, services and initiatives offered by family and consumer sciences professionals.
- AAFCS members are a frequently sought source of information and expertise on individual, family and community issues.
- AAFCS sponsors relevant and essential national/international conferences for those whose work assists individuals, families, and communities in making informed decisions about their well being, relationships, and resources to achieve optimal quality of life.
- AAFCS engages in professional development of members and customers so they become effective in policy development and analysis locally, statewide and nationally.

Assumptions about Service to the Association

- Service in the governance of AAFCS is valued as a means of leadership development and a place to contribute to the advancement of the association.
- AAFCS brings together a multitude of talented, energized, committed, and engaged salaried, contract, and volunteer staff with adequate technology resources to successfully respond to the growing needs of members and other stakeholder groups.

Appendix

Definitions of Key Terms

- **Action Plans** -- *the blueprint of strategies and activities planned by each AAFCS group to work toward realizing the Mission and Strategic Outcomes*
- **Assumptions** -- *clearly identified premises, beliefs, suppositions, and hypotheses used as a foundation for discussion and development of Action Plans*
- **Context** -- *those factors, both external to and internal to AAFCS, which influence the decisions reflected in the logic model*
- **Core Values** -- *essential and enduring principles that guide an association, inform decisions, and attract members*
- **Diverse Scholarship** -- *multiple forms of scholarship supported by AAFCS: 1) scholarship of discovery through use of traditional and alternative rigorous research paradigms; 2) integration that gives meaning to isolated facts; puts them into perspective; makes connections across disciplines; places specialties in larger context; and interprets, integrates, and brings new insight to original research; 3) applications that use and enhance research; and 4) teaching as a form of action research focused on student learning (Boyer 1998).*
- **External Factors** -- *sweeping and/or global factors indicated by current research projections that impact planning*
- **Internal Factors** -- *key beliefs, findings, and positions that define the association*
- **Mission** -- *focus for decisions and actions*
- **Professional Development** -- *the ongoing acquisition of education, materials, assessments, and experiences that enable growth and expansion of thinking, ideas, knowledge, and skills*
- **Strategic Actions** -- *initiatives and projects which bring AAFCS and AAFCS groups closer to desired Strategic Outcomes*
- **Strategic Logic Model** -- *used as a method for creation of plans; making explicit the external and internal factors and assumptions that influence the strategic planning process; allocating resources; stating intended strategic actions; and showing strategic outcomes in the short, medium, and longer term timeframes*
- **Strategic Outcomes** -- *the association's major goals to be achieved; the purposes for action; the basis for the Strategic Actions planned by each AAFCS group, to assure that each Action Plan aligns with one or more of the AAFCS Strategic Outcomes; that all hold themselves accountable to the Mission and Strategic Outcomes; and that taken together, the Action Plans form a basis for determining progress toward the vision*
- **Vision** -- *clear and compelling catalyst that serves as a focal point for positioning the Association through planning and actions*

American Association of Family and Consumer Sciences (AAFCS)

Action Plan

Group _____ Leader _____ Program Year _____

Instructions

Successful achievement of strategic outcomes identified in the 2008-2013 Strategic Planning Guide requires all Association groups to create yearly action plans focused on any or all of the outcomes that best fit the purpose of the group. The following template was designed to standardize communications regarding the targeted strategic outcome(s) your group is addressing. The completed Action Plan and Funding & Budget Plan will assist your group in planning and implementation stages. When combined with those of other groups, your plan will provide a picture of the intended actions and resources that will be directed toward achieving the designated outcomes. Additionally, this form will be used to summarize results at the end of the program year for the Annual Report.

Timing and Responsibilities:

Planning needs to occur well in advance of the program year to allow an appropriate amount of lead time for adequate preparation to execute the plan. Advance planning will encourage continuity of the work of your group from year to year to meet medium and long range outcomes. While the Chair is executing the current year's plan, the Vice Chair will focus on planning for the next year. The figure below depicts the planning steps, who is responsible for completing each step, and the timeline for expected completion of each step.

Planning Calendar

Jul, Aug, Sept	Oct, Nov, Dec	Jan, Feb, Mar	Apr, May, Jun	Jul, Aug, Sep
<i>Chair</i>				
Execute Current Action Plan				★ April 30 th – Submit Annual Report
<i>Vice Chair</i>				
Develop Action Plan for Next Program Year	★	Oct 1 st – Submit Action Plan and Funding Model & Budget	★ April – Receive Confirmation of Plan	Execute Action Plan
<i>Staff, Finance Committee and BoD</i>				
	Develop Operating Budget with Finance Committee; Consider any Mini-Grant Requests	Present Operating Budget to BoD for decision		

American Association of Family and Consumer Sciences (AAFCS)

Action Plan

Group _____ Leader _____ Program Year _____

Action Plan and Funding & Budget Plan due October 1

- **Strategic Outcomes** – (see *Strategic Planning Guide 2008-2013* for additional details) Select at least one strategic outcome from the list below and describe what your group plans to accomplish within that outcome. For some groups, more than one outcome may be appropriate.

_____ **Strategic Outcome 1:**

- **Knowledge and Skills are Applied for the Public Good** - Members and external customers effectively apply research-based knowledge and skills gained through AAFCS to implement programming that addresses public issues and prevents, reduces, or eliminates persistent human problems.

_____ **Strategic Outcome 2:**

- **AAFCS is Key to Success for Professionals in FCS** - Members and external customers view engagement in AAFCS initiatives, networking and ongoing professional development opportunities as key to their professional success.

_____ **Strategic Outcome 3:**

- **AAFCS Credentials are Highly Valued** - AAFCS accreditation, certification and testing programs are recognized as valuable to individuals, educational institutions, and industries that prepare and employ preprofessionals and professionals engaged in the work of improving quality of life.

_____ **Strategic Outcome 4:**

- **Collaboration Effectively Leverages Resources** - FCS allies collaborate to leverage organizational resources and achieve mutually desirable goals.
- **Strategic Actions** – List the actions to be taken to accomplish the desired outcome. Please include the timeframe in which it will be completed and the person(s) responsible for the action.
- **Participation** – List the targeted audience/learners/groups/associations/donors for the actions.
- **Inputs** – List the resources that must be invested, both human and financial, to successfully complete the actions identified for the program year.
- **Funding Model & Budget** – List sources of funding and expenses for the program year.

Annual Report due April 30

- **Modification to Plans and Evaluation of Results** – Describe the adjustments made to the plan throughout the program year and evaluate the results achieved in relation to the strategic outcome.

American Association of Family and Consumer Sciences (AAFCS)

Action Plan

Group _____ Leader _____ Program Year _____

****Funding Model & Budget**
(due October 1)

Funding Sources		Dollar Amount
	Current Available Funding	\$
	Planned Additional Funding	
	Development Activities <i>(list here)</i>	\$
	Other Funding From <i>(list here)</i>	\$
	***Mini-Grant Funding Request	\$
	TOTAL FUNDING	\$
Expected Expenses		
	<i>(Enter expense items)</i>	\$
		\$
		\$
		\$
	TOTAL EXPENSES	\$

*** Mini-Grant Funding will be available and awarded on a competitive basis. In order to be considered for this funding, submit a Mini-Grant Request form.

American Association of Family and Consumer Sciences (AAFCS)

Action Plan

Group _____ **Leader** _____ **Program Year** _____

*****Mini-Grant Request Form**

Mini-Grant Funding is available and awarded on a competitive basis. The intent of these grants is to encourage innovation and new initiatives. They will be reviewed by the AAFCS Board of Directors. Mini-Grant funding should not be expended until the group is notified that it has been awarded.

1. Explain the impact this use of funding would have on multiple groups in AAFCS, professionals in FCS, and/or individuals, families and communities.
2. Describe how funding would promote collaboration of groups both within and outside of AAFCS to achieve the identified outcome.