
American Association of Family and Consumer Sciences

Governance Redesign Meeting Report

February 3-5, 2006

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INTRODUCTION

The AAFCS Board of Directors and members of the Governance Redesign Task Force met February 3-5, 2006 to create recommendations for restructuring the AAFCS in response to the Future Search Summit and feedback received from the members on previous possible changes.

The established outcomes for the meeting were to:

- Create a knowledge base of understanding for the purpose of informing decisions.
- Make a decision on overall organizational model.
- Make recommendations on organizational structure.
- Set a timeline for change.
- Create a draft communications strategy on decisions.

The meeting was facilitated by Paul D. Meyer, CAE, Principal Partner, Tecker Consultants LLC, using the “Knowledge-Based Decision-Making” approach. The process was used by the group to frame its discussion. The approach recognizes three essential elements to form and guide the development of this background paper.

I. Knowledge-Based Decision-Making – asking four important questions:

- Question 1. What do we know about our members/prospective members/customers’ needs, wants, and preferences that are relevant to this issue?
- Question 2. What do we know about the realities of the current environment that are relevant to this issue?
- Question 3. What do we know about the “capacity” and the “strategic position” of our organization that are relevant to this issue?
- Question 4. What are the ethical implications?

II. Dialogue before Deliberation – ensuring that necessary dialogue takes place before final deliberation:

1. Dialogue – to inform and understand. To illuminate what we know and don’t know; to identify choices and assess the advantages and disadvantages of each choice; to determine where consensus emerges or what additional information is needed to decide with confidence.
2. Deliberation – to evaluate and decide. To select among the options and commit to appropriate action.

III. Clarifying a Statement –ensuring understanding in the dialogue process:

As part of the process, participants were encouraged to identify the source of (their) answers they provided using three definitions:

1. “I Know” Statements – These statements are based on information collected through primary and secondary research sources such as results of member surveys, industry environmental scans, etc.
2. “I Believe” Statements – These are opinions formed from past experience.
3. “I Feel” Statements – These are statements made as a result of a gut reaction to a given issue and cannot necessarily be substantiated with experience or background research.

It is important to note that all opinions are relevant in this dialogue as long as participants understand the context of an answer. This assists all participants in determining the level of risk they are willing to take in response to the knowledge gathered and assimilated.

The agenda for the meeting discussion provided a rational sequence for the conversation:

Day 1:

- Opening Remarks
- Review of Agenda
- Review of Session Outcomes
- Providing Meeting Ground Rules
- Building A Knowledge Base – Participants will discuss recent reports, meetings, and research findings for the purpose of creating a knowledge base that will support possible association structural changes.
- Identifying Most Important Issues – Participants will review knowledge-base and identify most important issues to address.
- Discussion of Future Association Structure - Participants will discuss the impact of the knowledge-base created earlier to the future structure of the AAFCS. Consensus will be reached on the Association’s future structure.
- Identifying Possibilities – Participants will examine the opportunities/possibilities in response to their decision regarding the future of the organization. Consultant will discuss possible options to explore.

Day 2:

- Structural Model Building – Participants will discuss and build a model for new organization or will create refinements to existing organization depending on decision made on Day 1. Participants will begin by articulating organizational attributes.
 - Participants will discuss and refine/create:
 - ✓ Governance Structure/Governing Documents
 - ✓ Membership Structure
 - ✓ Program Structure
 - ✓ Workforce Structure
 - ✓ Finance Structure

Day 3:

- Organizational Change Timeline – Participants will decide organizational timeline for decisions made during Day 2.
- Break
- Communications Strategy/Plan – Participants will create communications plan relating to decisions made on Day 1 and Day 2.
Considerations include:
 - ✓ Identification of Important Stakeholder Groups
 - ✓ Communication Messages
 - ✓ Communication Channels
 - ✓ Timeline
- Recap and Next Steps

CREATION OF KNOWLEDGE BASE

The following “Mega Issue Question” helped establish the foundation for creating the knowledge to inform the issue and to ultimately discuss choices on how the Association will be structured in the future to best carry out its mission.

MEGA ISSUE QUESTION

“How should the Association best be structured in response to changing environmental conditions and to best support the organization’s strategic direction?”

QUESTION 1: What do we know about our members/prospective members/ customers’ needs, wants, and preferences that are relevant to this issue?

Members

We Know:

- A large majority of members want advocacy:
 - Save my job/my program.
 - Advocate for issues that I believe are important.
- Members want the public to be aware of and appreciate the profession.
- A group of members are seeking direct assistance from the Association in job-related performance skills.
- A group of members feel their jobs are threatened and are looking to the Association for help.
- A majority of members seem to favor a “cause-related” organization.
- Members depend on smaller groups of members to support them in their work.
- Members look to the Association to “legitimize the profession.”
- There is a perception that the Association and the profession are “one and the same.”
- There is a group of members that prefer not to use the computer for communications.
- The Association does not have approximately 36% of its member’s e-mail addresses.
- Members are aging (79% of members are over 50).

- Members are generally fiscally conservative.
- A large majority (approximately 98%) of members is female and 85% are Caucasian.
- The Association is losing members when they transition from students to professionals.
- The Association is losing 10-12% of its members per year.
- Primary reasons for not renewing are:
 - Lost my job
 - Not relevant to what I do
 - Financial issues
 - Lapsed membership (didn't realize)

We Believe:

- Members need to be empowered and asked to get involved.
- Member's expectations are high and possibly unrealistic.
- Member's expectations for information and support are high.
- Members expect a high level of involvement in association decision-making.
- Members join other associations.
- Members value networking.
- There is not a clear mandate for radical change of the Association's structure.
- Most often, job networking takes place locally rather than nationally.
- Members want the Association to be fiscally sound.
- Generally, members are "nurturers" and "caregivers."
- Members like to share models and best practices.
- A sizable group of members and non members will be "crushed" if the Association went away.
- Members are time constrained which impacts meeting attendance and involvement, etc.
- Members are educated and educationally oriented.
- Some members are very resourceful.
- There are generational differences in giving preferences – time and money.
- There is a willingness to volunteer.
- Members do not realize their own power on the local level. They expect the Association to do it for them.
- There is a group of members who have high technology expectations.
- There is a group of members that value face-to-face interaction.
- Members are passionate about what they do.
- There is a value in research-based information.
- Members expect direct value for their financial investment.
- Some members choose not to renew because of service "glitches" (lack of value).
- Members believe that we should stop the loss of members and grow again.
- Retirees would like to be involved, but don't feel there is as much opportunity.

We Feel:

- Members are passionate about the profession, but aren't valued (marginalized).
- Some members have a hard time distinguishing between sections and divisions.

Member Prospects:

- There are many individuals and groups that support the concept of “improving the quality of life,” but are not members of the Association.
- Member prospects of the future may not come from a traditional FCS track.
- Prospective members may not have degrees.
- Prospective members may share in the passions or issues, but may not adhere to current membership requirements.
- The greatest number of prospects is outside of the traditional FCS structure.

QUESTION 2: What do we know about the current realities and evolving dynamics of our members’ profession that are relevant to this issue?

We Know:

- “No Child Left Behind” is causing marginalization of programs:
 - There is a narrowing of federal funding focus.
 - The focus is on basic reading and writing skills and college preparation.
- There is a perception that FCS training is secondary and not as important as college preparation. Other areas are also being marginalized – arts, music, etc.
- Community colleges are playing a more elevated role in post secondary education than in the past.
- Most students do not identify with the FCS profession, but identify with their specialty area – fashion design, textiles, nutrition, etc.
- The growth is in nontraditional areas with FCS.
- Generally, the profession provides life skills to assist individuals and communities to deal with life changes/fears/insecurities/information overload/overwhelming complexities.
- There is increased competition from other professions in what we do.
- There is an expectation that high schools/colleges are teaching life skills.
- Fewer students are looking at FCS education as a career.
- The expectations to find information electronically and use the web for information collection are increasing.

We Believe:

- Many disciplines are focusing on an integrative approach to “improving the quality of life.”
- There is significant media attention on the issues important to FCS.
- There are other organizations supporting and getting media attention on the issues that are important to FCS professionals.

QUESTION 3: What do we know about the “capacity” and “strategic position” of the Association that is relevant to this issue?

Association’s Capacity:

- The Association’s financial resources and revenues are diminishing.
- The Association has firm collaborative arrangements with other organizations.
- The Association has considerable assets.
- The Association has demonstrated the ability to secure external funding.
- People resources are also diminishing.
- There is considerable expertise and passion among members.
- There is a limited number of involved members.
- The Association has dedicated staff resources, but staff is maxed out.
- Members and staff have time constraints.
- There are many opportunities for members’ involvement – positive and negative.
- Do we have the capacity to meet the needs with both practical and scholarly information?
- The success of affiliates is uneven.
- The success and strength of divisions is uneven.
- The Association has demonstrated the ability to successfully provide professional development.
- The Association has maxed out on how much members are willing to pay for: dues/conference registrations, etc.
- The Association has successful vehicles for publishing scholarly work.
- The Association has the capacity to publish in consumer publications.
- The Association has a mechanism (certification) to demonstrate competency within the profession. The value of certification is not endorsed by a majority of members.
- The Association has the capacity to credential/accredit University programs, but not all university programs buy into this.
- The Association has well thought-out standards for FCS secondary programs.
- The Association is close to having well thought-out standards for teachers.
- The Association has the capacity to evaluate our impact.
- The integrative focus is a strength and a weakness.
- The Association has a new computer system/operational support.
- The Association has limited capacity in making people aware of what we do.
- The Association’s membership represents a far greater infrastructure than what we capitalize on.

Association’s Strategic Position:

- Current realities do not match the vision identified over 10 years ago.
- There is significant competition within FCS and its specialties as well as the causes we support.
- The organization has a rich history.
- The Association is positioned to do more and can disseminate information effectively.
- There is a desire to be a more focused organization.
- There are “turf” issues.

- The Association and the profession do not take on leadership positions, but follower positions.
- There has been a focus on four-year degree programs.

QUESTION 4: What are the ethical implications for consideration?

- Higher Education felt left out of models presented last year.
- What will happen to the money in restricted funds, if the organization dramatically changes?
- What would happen to accreditation and certification if the Association dramatically changed?
- Should the Board be representative going forward?
- How will “open membership” impact decision-making and mission?
- Need to continually respect all professional roles. Do all roles have equal value?
- Need to consider the structural relationship between affiliates and national.
- Coalition building – how will this impact the Association’s financial value?
- Need to consider issues of “us versus them” when considering state/local affiliates.
- There are trust issues between affiliates and national.
- How does the Association maintain an organizational agenda considering rotational leadership?
- Which operations are self-sustaining versus dues-reliant?
- Entitlement issues exist related to funding – local vs. national
- The Association needs to maintain fiscal responsibility and accountability.
- Transparency is important.
- The Association needs to consider how much control corporate sponsors expect and how much we are willing to give.
- Open membership: What are the implications?
- The Association is not only accountable to its members, but to society.

Next, the meeting participants were asked to agree on the most important issues identified above. The following bullets represent their decisions.

Most Important Issues Identified in Question #1

Members:

- Changing member and potential member demographics.
- What is the Association’s niche and what will we stand for? What is our true passion?
- The Association and the profession are perceived as “one and the same” by the members.
- There is a great need expressed by members for public awareness and an understanding of the profession’s value.
- Members need support in advocating for their jobs, causes, body of knowledge, programs, and budgets/resources.
- There is a need to manage member expectations for
 - Services.
 - Decision influencing opportunities.

Member Prospects:

- The Association does not really know its real member prospect base.
- It will be a challenge to attract young people if the Association does not have a more significant focus and plan.

Most Important Issues Identified in Question #2

- The influence of the web and technology will impact the Association more and more in the future.
- Most FCS graduates do not identify themselves as FCS professionals. They identify themselves in a specialty area.
- The impact of “No Child Left Behind:”
 - Focus
 - Marginalization
 - Resources
 - Accountability
 - Value
- The profession has potentially changed significantly and will continue to change.
- Fewer students are entering the comprehensive field of FCS.
- There are shifts in higher education:
 - Program organization.
 - Shifting majors.
 - Community colleges are becoming more important.
- There is a need for life skills in support of cultural changes and FCS has not been as responsive to change.
- FCS' integrative approach is not unique and there is significant competition for resources in this area.

Most Important Issues Identified in Question #3

Association Capacity:

- There are a limited number of members who are involved in the Association.
- There are diminishing resources and cash flow issues.
- Current staff is maxed out.
- Physical location of association seems right for public policy and collaboration reasons.
- The Association represents a unique infrastructure network – there is high capacity for the dissemination of information.

Strategic Position:

- There is underutilized potential within the membership.
- Currently, the members of the Association are more followers than leaders.
- The Association has strong individual and program credentialing/accreditation activities.

Most Important Issues Identified in Question #4:

- What is our obligation to those that have given financially?
- Issues relating to open membership.

- Relationship between national and affiliates, sections and divisions.
- Accountability.

In preparation for their discussion of choices, the meeting participants briefly discussed the Association's current core purpose to affirm their agreement. The group was reminded that participants in the Future Search Summit affirmed the Association's core purpose and established mission. Generally, meeting participants agreed with the intent of the Association's core purpose:

“Bringing people together to improve the lives of individuals, families, and communities.”

They also offered additional language:

“Assists individuals, families, and communities to make informed decisions about their health (wellness) (well-being), relationships, and resources to improve the quality of life.”

The group decided to continue the conversation of choices without completing the discussion of a “final” mission although they agreed with the intent and that was sufficient enough to continue with the process.

IDENTIFICATION AND EXAMINATION OF CHOICES

Using the created knowledge-base identified above, as well as additional sources of information provided to participants in advance of the meeting, the group brainstormed possible alternative association structures. Choices and alternatives and advantages and disadvantages associated with choices in response to the mega issue question were identified and discussed.

Specifically, the processes included:

- a. Identifying the choices or alternatives:
 - What could we do?
 - What strategic choices do we have?
- b. Analyzing the choices:
 - Advantages and disadvantages.
- c. Determining areas of consensus:
 - Are there choices we can eliminate or combine?
 - Is there one choice we can select or put together that we agree on?
 - If there is no consensus, what additional information would we need to make a confident decision?

Within this process, it is important that the process support achievement of ideal and/or practical consensus. As defined by Tecker Consultants, ideal consensus occurs *when the group is of one mind completely - there is unanimity*. Practical consensus occurs *when the minority is willing to go with the majority view because they recognize that the decision meets the needs of the majority and those to whom they are accountable*. Practical consensus exists when *all relevant information has been shared equally among the group, all views have been considered without prejudice, all members have been honest in their views and feelings, and all members have been heard fully, frankly, and respectfully*.

Achieving practical consensus requires exploration of choices and the pros and cons of each, and the honest deliberate exchange of ideas by the group. The knowledge-based approach supports the group's ability to engage in dialogue and move to action.

Possible Structural Choices (Not in Priority Order):

1. Focus on the expansion of primary member prospects - graduates of FCS programs and sub-disciplines that are not current members (continuation of current association).
2. Open membership to individuals and organizations involved in the work of FCS - professionals.
3. Open membership to individuals and groups that have a passion for the Association's mission. Become a "super" cause-related organization.
4. Focus membership on family consumer sciences educators in the middle and high school levels.
5. Focus membership on those conducting research in traditional FCS positions.
6. Form a separate umbrella organization to support larger mission and continue AAFCS as a professional society within the larger umbrella.
7. Create a global organization or federation of other AAFCS-related associations.
8. Expand AAFCS to be an international organization.
9. Focus on becoming an advocacy organization focused on programs – higher education and high school.
10. Focus on creating revenue (all programs generate revenue).
11. Focus on accreditation and certification.
12. Become a completely open membership organization.
13. Become a federation of regional/global affiliates
14. Professional society focused on FCS professionals. Change services/retain current membership emphasis, and focus on profession.
15. Become a foundation and disseminate funds.
16. Become a coalition of member organizations.

The meeting participants identified the most plausible choices for future consideration and discussion (beginning on next page). They divided into small groups to discuss the advantages and disadvantages of the most plausible choices (some of the choices identified above were combined with others) and to identify the impact of the choice on the Association's mission, membership, allied organizations/coalition partners, finances, programs and services and the potential for "self-ability" to members.

Advocacy Focused Association - #9

Brief Description: An association focused almost exclusively on advocating for the importance of the FCS profession and for the professionals who provide advocacy support, tools, and professional development. Tax status may be a 501 (c) (6) instead of a 501 (c) (3).

Advantages	Disadvantages
<ul style="list-style-type: none"> • Services are more focused • Focus is directly responding to a member need • Members say they want more of this • Advocating for programs will create more significant benefits for the profession (profession should grow) • Allows affiliates to focus on professional development and networking • Significantly assists in accomplishing mission • Association has knowledge base to advocate for programs • Accreditation/credentialing may still be relevant • Provides services to both higher education and middle/high school educators • Creates increased recognition for AAFCS • New and different 	<ul style="list-style-type: none"> • Generating revenue would be challenging • Dues would not cover entire cost of advocacy efforts • Some FCS teachers not fully qualified to support advocacy efforts • There is no instant gratification – pay off is longer term • High risk option • Some members may be disenfranchised • Relies heavily on affiliates to replace some services offered by national • Need for publications is questionable • Too radical a change to “sell” • New and different

Impact on Mission:

- Programs grow
- Society benefits
- Career opportunities grow
- Measurable impact on quality of life

Membership:

- Current membership pool
- Parents (may be interested)
- Education decision-makers
- Like-minded organizations to form coalitions

Coalitions and Allies:

- DOE
- NASULGC
- Nutrition organizations
- Child-oriented organizations

Finances:

- Revenue generation is a significant issue
- Opportunities open up for external grants and sponsors
- Revenue may still be generated through credentialing/accreditation
- Membership dues would be significantly higher and still may not fully pay for services
- Increased volunteer and staff required for advocacy
- Increased public relations staff required
- Increased lobbying staff
- 501(c) (3) status may need to be reviewed

Programs and Services:

- Credentialing
- Public Awareness
- Publications re-focus
- Meetings re-focus
- Opens up opportunity for affiliates to pick up services not provided by national – professional development and networking.
- Public policy/advocacy education -all other services eliminated at national level
- Non revenue generating
- Forces members to seek publishing and professional development through other organizations

Sell-ability:

- Members have demanded it
- It's focused and "new and different"
- Potential for high impact
- Fulfills the mission
- Senior "mentors" might grab the cause to advocate for future generations
- Global view – rises above the "silos" but allows for specialization where desired.
- Immediately relevant
- Requires a "real" business plan

FCS Professional Society - #14

Brief Description: An association very similar to the current AAFCS with an emphasis on member growth within traditional FCS and eliminating/streamlining resource intensive structures.

Advantages	Disadvantages
<ul style="list-style-type: none">• Not too drastic a change – more member acceptance• May mean more members if providing greater value• Takes advantage of additional member resources• Bylaws changes will be minimal• Examines how the Association will change policies to become more nimble• Creates opportunities for members to form informal discussion groups	<ul style="list-style-type: none">• Some members expect more significant change• Revenue growth will remain a challenge• Membership growth will remain a challenge• Does not address the significant changes in the profession

Impact on Mission:

- What members say they need and want – not too drastic a change
- Supports mission of profession

Membership:

- Increase membership through creating more value
- Increase focus on bringing members back
- Increase focus on recruiting FCS professionals that are not members today
- Create opportunity for “Friends of AAFCS”:
 - Parents
 - Corporations
 - Related organizations
- Create Advisory Committees
- National dues may be optional – most services provided at the local level

Coalitions and Allies:

- Create Advisory Committees

Finances:

- In-kind support
- Dues
- Contributions
- Grants
- Regular training
- Publications
- Credentialing
- In review of programs identify impact on finances
- Zero-based budgeting
- Identify financial objective for each program

- Create Finance Committee
- Create commitment to program investment

Programs and Services:

- Leadership training: advocacy, empowerment locally and nationally
- Public awareness
- State clearinghouse (complete research already outstanding)
- Best practices models – shared and published
- *JFCS* – consistent and holistic
- Expand Credentialing
- National – journals, credentialing, publishing, tri-folds. Contract for websites, dues collection, and member lists
- Conference every third year or affiliate - (local odd, national even)
- Activities happen on local level
- Create speakers bureau to support affiliate conferences
- Identify greatest targets of new members and ask them what they want
- Credentialing Center – certification, testing, accreditation
- Review publications as they relate to enhance models. i.e. website, awards, insurance

Governance:

- Major review of our governance structure.
- Consider advisory groups
- Board, Senate, Sections. Divide up committees, units, assemblies, affiliate staff

Sell-ability:

- Gets to the core of the needs of current members
- Offers two venues for those FCS professionals already out there and those yet to come (local and national)
- Does not require significant structural and bylaws changes

AAFCS Federation - #7

Brief Description: A national/international association with association members rather than individual members. Each affiliate would be a member of AAFCS and the individuals involved would be members of their affiliate association, therefore, AAFCS would have approximately 50 organizational members.

Advantages	Disadvantages
<ul style="list-style-type: none"> • Many issues require local grassroots support (school board, state policy) • Recruit new members at local level through university • Possible reduction in national dues (journal could be provided for an added fee) • Regions are defined as needed • Possible reduction in national headquarters expense • Location of headquarters could be changed reducing costs • National could provide contracted services (maintaining membership database, website development, etc.) increasing affiliate quality and creating revenue • Create global view of FCS • Increase delivery of services locally to members • Focus on national issues that only a national organization can implement – national public awareness, Federal advocacy, clearinghouse of state issues, etc. • Fewer members – affiliates are members, not individuals • More affordable • People willing to do it – see more benefit locally • Affiliates can have own bylaws – legal mechanism is already in place. • Cuts down on “us/them” mentality 	<ul style="list-style-type: none"> • Reliance on affiliates for membership services – some affiliates could not provide services • Generating revenue may be challenging • May be difficult to sell value to average member – What does national really do for us? • May lose national networking opportunities • National membership meeting would be lost • Radical change from current model • Has been looked at before

Impact on Mission:

- Supports work of others in carrying out mission – affiliates and other organizations globally that are members of the federation
- Supports mission to bring groups together
- Allows for more involvement of other organizations that support mission

Membership:

- Membership option – just national, just affiliate (local) or both
- Create new organizational member category
- Redefine all membership categories
- Need to consider voting rights within membership categories

Coalitions and Allies:

- Increases importance of the partnership between affiliates and the national association
- Encourages the possibility of linking with other FCS organizations globally
- The primary strategy of the Association's advocacy efforts on the Federal level would be through coalitions

Finances:

- Look at fee-for-service model for such services as the Journals
- Credentialing self supporting
- Journals, conferences, all self supporting
- Possibility of decreasing national dues – more money going to affiliates.
- Who would collect dues – national or affiliates?

Programs and Services:

- Focus on services that are best produced nationally – public awareness campaign, Federal advocacy, national Journal, possible national convention, credentialing
- Provide significant support to affiliates for education and networking opportunities
- Provide management and operational support to affiliates if desired

Sell-ability:

- May be difficult to sell to members
- In areas where affiliates are weak, members may not see the value
- Requires a radical change in thinking

Cause-Related Organization with Open Membership - #3

Brief Description: A national organization focused on causes/issues rather than individual members or a profession. Member dues would be viewed as a “contribution” to support the cause-related mission rather than to provide individual membership benefits.

Advantages	Disadvantages
<ul style="list-style-type: none"> • Membership has greater potential • Will assist in accomplishing mission (possibly more than other strategies) • Represents a radical departure from the current Association (current Association would probably go away or become subsumed under this organization) • A large segment of members supports this concept (according to research) • Increased funding from grants and contributions • Creates greater focus – issues advocacy • May unify profession around social issues important to members and the profession, such as obesity • Supports mission to “Bring people together...” 	<ul style="list-style-type: none"> • Significantly different from current structure • Members may feel a sense of loss of their professional society • Reliance on affiliates to provide traditional professional development and networking opportunities • Credentialing and accreditation program may be lost • Advocating of the profession nationally may be lost (or picked up by another association) • Journal’s focus would be dramatically different or may dissolve • Significant financial risk • Significant competition for resources with other established associations and organizations • Higher education may not see their role • May lose leadership control of the Association • May have difficult time focusing on most relevant issues – mission may be too broad • Membership recruitment would be challenging • Requires significant upfront investment

Impact on Mission:

- Significantly supports mission to “bring people together..” and “improve quality of life”
- Does not support or encourage the profession or professionals, but rather the issues important to the profession and the professionals

Membership:

- Membership would be greatly expanded
- Membership categories would be greatly expanded
- Membership would grow significantly beyond traditional FCS profession
- Identifying and recruiting members would be a challenge
- May lose a significant population of existing members (although due to member interest in this strategy, membership may not decline that much)

Coalitions and Allies:

- Forming coalitions and joining existing coalitions would be a significant strategy to carry out mission
- Local/State affiliate relationships would be important

Finances:

- Funding would come from membership dues and contributions given to causes
- Grant funding would be important
- Less revenue will come from products and services (although if membership grew significantly, the possibilities for sponsorship revenue would increase)

Programs and Services:

- Programs would focus on advocating for issues
- Provide information updates on identified issues
- Professional development would be limited
- Credentialing and accreditation may be discontinued or significantly changed
- The Journals would probably not exist in current format
- Conference would focus on issues rather than FCS professional development

Sell-ability:

- May be difficult to sell to members – current AAFCS would dramatically change or dissolve
- Based on research, there are a percentage of members that support this structure
- Increase value of affiliates for professional development needs

Open Membership Professional Organization - #2

Brief Description: A national organization focused on issues important to professionals whose careers/professional work is influenced by the outcomes of the issues. Professionals would not have to work full-time within a certain profession. In other words, membership would be open to any individuals or organizations that have a professional interest in the content supported by the Association.

Advantages	Disadvantages
<ul style="list-style-type: none"> • Opportunity for increased revenue as a result of greater interest in programs and services • There is a large pool of potential members • Does not impact FCS “control” of the direction of the Association as much as other structural choices • Has the potential of having greater impact on the Association’s mission with others involved • Creates greater membership diversity • Creates greater opportunity for expert opinion on the issues • Such a “popularized” organization may lead to increased membership • Creates the opportunity to promote FCS programs to a greater audience • Expands FCS knowledge-base outside of the profession • Creates greater opportunities for professional development programs • Increases value of credential 	<ul style="list-style-type: none"> • Large initial investment • A decreasing percent of members would be FCS professionals • “Popularizing” the organization may lead to loss of credibility • FCS may loose control of the direction of the Association • Membership recruitment would be difficult • Current AAFCS members may not support the “intrusion” of others that are not full-time FCS professionals • Would rely on affiliates to provide specific services to FCS professionals • Accreditation program may eventually dissolve

Impact on Mission:

- Strong support for current mission
- Expands number of people in support of mission

Membership:

- FCS degreed, FCS position (may or may not be degree, paid) and organizations
- Allied organizations as organizational members
- Individuals – involved in work which supports the mission – not just full-time, but as a component of their work

Coalitions and Allies:

- Other organizations would be solicited to join the Association
- Affiliates would become more significant in providing direct benefits to FCS professionals.

Finances:

- Dues
- Credentialing
- Contributions
- Grants
- Conferences (issues could be focused topic)
- Advertising (increase as a result of larger numbers of members)

Programs and Services:

- Professional development for members. Conferences, workshops, regular or national. Publications – journals, books, magazines, electronic news alerts, etc.
- Credentialing (less emphasis on accreditation, growing emphasis on certification)
- Advocacy – for issues related to the mission
- Grassroots – more impact! Can see results of passion and efforts

Sell-ability:

- To current members – high
- To practitioners – medium
- To public (volunteers, parents) – medium to low

RECOMMENDED CHOICE TO MOVE FORWARD

After significant discussion of the advantages and disadvantages associated with each choice, the group decided that a combination of #2 – Open Membership Association for Professionals and #14 – A Professional Society would best support the future mission of AAFCS.

The group then created specific next steps and a communications strategy that will move this structure forward.

NEXT STEPS

Considerable time was spent on analyzing a variety of structural elements to determine whether those elements would support or interfere with the new structure and existing mission of the Association.