



Montana FCCLA Board of Directors Manual

Last Updated June, 2024

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WELCOME TO THE MONTANA FCCLA BOARD OF DIRECTORS!

Welcome to the Montana FCCLA Board of Directors. It is good to have you join us on the Board of Directors and help shape the present and future of our organization. FCCLA is the only student led organization with the family as its central focus. Students plan and implement projects in their schools and communities to address societal issues. Students develop leadership, creative and critical thinking and workforce readiness skills through project development.

While it is the primary job of boards of directors to make sure that the mission of the organization is met in an efficient, legal, and effective manner; individual board members will also have the responsibility of helping in a hands-on manner with operations, program planning and fundraising. Our goal, over the next few years, is to increase membership in FCCLA, improve our fundraising capacity and provide programming for student members and adult advisers.

Most of your work will be done through committee and board meetings. The board typically meets in person in May or June. Each committee schedules committee conference calls at a time that works for the members. In-person board meetings are generally held in Bozeman or Helena at the discretion of the FCCLA State Staff. The full Board has a bi-monthly conference call, typically on the first Monday of each month at 6:00 p.m. If a board meeting cannot be held in this location at this time, all board members will be made aware and a new time and location will be set based on the availability of the individual board members.

If you have any questions about expectations or any of the content of this manual, please contact either our State Director, Tracey Eatherton or Board Chair. [CLICK HERE FOR BOARD AND STAFF CONTACT LIST.](#)

Welcome to our Board of Directors!

FCCLA Board President

MONTANA FCCLA QUICK FACTS

- Our Fiscal Year is September 1 through August 31.
- Board terms are for three-years. Terms run from April 1 through March 31st.
- Board members may serve two terms on the Board of Directors.
- Currently we meet bi-monthly via conference call, typically on the First Monday of each month from 6:00-7:30 p.m.
- In person meetings are held annually in the spring.
- Board Officer terms are for one-year.
- Directors serve a three year term on the Board of Directors
- We carry Director and Officer Insurance to protect the board against lawsuits.

HISTORY OF FCCLA

Family, Career and Community Leaders of America (FCCLA) is a national Career and Technical Student Organization (CTSO) for young men and women in Family and Consumer Sciences (FCS) education in public and private schools through grade 12. FCCLA offers intra-curricular resources and opportunities for students to pursue careers that support families. Since 1945, FCCLA members have been making a difference in their families, careers, and communities by addressing important personal, work, and societal issues through Family and Consumer Sciences education.

Today over 175,000 members in more than 5,300 chapters are active in a network of associations in all 50 states, in addition to the Virgin Islands and Puerto Rico. The work of FCCLA helps students and teachers focus on a variety of youth concerns, including parenting, family relationships, substance abuse, peer pressure, sustainability, nutrition and fitness, teen violence, and career preparation in four specific **Career Pathways**. Involvement in FCCLA offers members the opportunity to expand their leadership potential and develop skills for life—planning, goal setting, problem solving, decision making, and interpersonal communication—necessary in the home and workplace.

MONTANA FCCLA

Montana Family, Career and Community Leaders of America is...

- Career and Technical Education
- Family and Consumer Sciences Education
- Student Leadership
- Service Learning
- Competitive Events

As a federally recognized Career and Technical Student Organization (CTSO), FCCLA plays a role in developing youth through classroom integration of FCCLA national programs, competitive events and service learning projects. Montana FCCLA partners with Family and Consumer Sciences teachers in the middle and high schools to offer a dynamic and effective student organization that helps young men and women become leaders and address important personal, family, work and societal issues.

MISSION

Our mission is to promote personal growth and leadership development through Family and Consumer Sciences education. We focus on the multiple roles of family member, wage earner and community leader. Members develop skills for life through: character development, creative and critical thinking, interpersonal communication, practical knowledge, and career preparation.

VALUES

LEADERSHIP. We provide a unique opportunity for young people to learn how to lead in their school and in their communities.

YOUTH DEVELOPMENT. We provide professional development training for staff and advisers who work with FCCLA youth members to learn and use strategies for positive youth development.

CHARACTER. Our members develop a sense of ethics, honesty, integrity, fair play, and determination.

DIVERSITY. We welcome and value all young people, of different national origins, color, religions, socioeconomic strata, and sexual orientation.

EXCELLENCE. Our members learn the value and means of pursuing their full potential in all areas of their lives.

TEAMWORK. Our members learn how to retain their individuality while working with others toward a common cause or outcome.

WEBSITE

Montana FCCLA: mtfccla.org

National FCCLA: fcclainc.org

HIERARCHY OF DOCUMENTS

As a new board member it is important that you understand how the myriad of organizational documents build on each other and who is responsible for developing, modifying, approving and implementing each item.

The board and state director should work in tandem on development and revisions of all organizational documents and policies.

Articles of Incorporation and Bylaws: In general, the board is responsible for recommending the approval of amendments to the articles of incorporation and some elements of the bylaws to the membership for approval.

Membership has the legal right to approve any changes to the bylaws that have to do with the number of directors, the composition of the board, the term of office of directors, the method or way in which directors are elected or selected, or termination or cancellation of members or classes of voting members and requires approval by two-thirds (2/3) of the quorum. Other changes to the bylaws may be made by the board with a two-thirds (2/3) affirmative vote of the full board.

Policies: Policies are general statements of desired outcomes and give direction to the state director for action. All policies are approved by the board.

Typically, the state director takes the lead on review, modification, and development of policies. These then go to specific committees for input, review and any modifications. The committee then presents the policies to the full board for approval. The Executive Committee is charged with review and update of employment policies. The Finance Committee reviews and recommends financial, investment and

fundraising policies. The Governance and Board Development committee is tasked with working with the state director on all other policies.

Plans: The strategic plan is developed in collaboration with FCCLA stakeholders and the board. The state director takes the lead in developing the strategic document based on discussion and input. The board approves the strategic plan.

Operational and fundraising plans are developed by staff and are approved annually, as part of the budgeting cycle, by the board of directors.

Procedures: Procedures give details for policy implementation and are left to staff to develop and implement; they need no approval by the board. A few exceptions may be procedures that are associated with risk management or may have some legal ramifications such as Grievance or Disciplinary procedures.

The key exception to staff development of procedures are those that are directly related to board responsibilities, such as recruiting new board members or state director evaluation. These are developed by the board.

CLICK HERE FOR [HIERARCHY OF DOCUMENTS](#)

FCCLA BYLAWS

FCCLA's bylaws outline how our board and organization will govern itself and provide specificity to our Articles of Incorporation. As a new board member, you should be familiar with FCCLA's bylaws and know how to access them if you have questions. Changes to our bylaws dealing with board composition and membership must be approved by FCCLA members, other changes can be approved by the board of directors.

CLICK HERE FOR [FCCLA BYLAWS](#)

FCCLA POLICIES

Policies are designed to guide the actions of both the staff and the board. Policy work happens in committee and is brought to the board for review and approval. FCCLA's executive committee is charged with upkeep of all policies dealing with human resources, the finance committee is responsible for financial, investment, and fundraising policies, and the governance committee is charged with reviewing all other policies.

FCCLA has the following policy manuals:

CLICK HERE FOR [FCCLA EMPLOYEE MANUAL & PROCEDURES](#)

CLICK HERE FOR [FCCLA GENERAL POLICY & PROCEDURES MANUAL 2024](#)

CLICK HERE FOR [FCCLA STATE OFFICER HANDBOOK 2024](#)

FCCLA STRATEGIC PLAN - 2023-2029

FCCLA's strategic plan is its roadmap for operations for the next five years. We conduct a strategic planning session every five years, with an annual review and update. Each year the state director and appropriate board committees review the updated plan and craft an annual operational plan to outline priority actions for the upcoming year. This operational plan is reviewed by the board and approved during the budgeting process. It also becomes the base for regular reports from committees and staff and is the foundation for annual evaluations.

CLICK HERE FOR [MONTANA FCCLA STRATEGIC PLAN - 2029](#)

CLICK HERE FOR [MONTANA FCCLA 2023-24 OPERATIONAL PLAN](#)

EXPECTATIONS OF ENGAGEMENT FOR THE MONTANA FCCLA BOARD MEMBER

Nonprofit organizations have a board of directors to make sure the Montana FCCLA mission is achieved, legally, efficiently, and effectively. To accomplish this, it is important that you understand some basic elements of board service.

THE FCCLA BOARD COMMITMENT FORM: MY COMMITMENT, AS AN INDIVIDUAL.

Boards of Directors, individually and in group, have legal duties.

Nonprofit boards are legally accountable. Your decision to join our board carries with it some specific legal duties that you (individually and as a group) will be accountable for fulfilling. Montana has incorporated two of these duties into their State Codes that govern nonprofit board behavior, so it is important that you understand and can abide by these duties.

- *The Duty of Care:* This means you must exercise reasonable care and competency when making decisions regarding Montana FCCLA. This Duty translates into being prepared for meetings, making meeting attendance a priority, asking questions, and contributing to all discussions.
- *The Duty of Loyalty:* The Duty of Loyalty requires that you put Montana FCCLAs' interest before your own. You must avoid conflict of interest and make decisions based on the best interest of our organization. Each year, Board Conflict of Interest Disclosure outlining any potential areas where personal-gain may be involved. You also have the responsibility of declaring any interest during a meeting where the topic of potential conflict may arise.

CLICK HERE FOR MT FCCLA [CONFLICT OF INTEREST POLICY AND ANNUAL DISCLOSURE FORM](#)

- *The Duty of Obedience:* Obedience has three areas for consideration. First, that all decisions are in alignment with accomplishing FCCLAs' mission. Next, you are aware of and abide by all FCCLAs' policies and procedures. And last, that you allocate resources (and have oversight structure in place) to be in compliance with all State and Federal laws.

You also have individual responsibilities that will assure you are doing your job.

There are several things you are expected to do as an individual board member to fulfill your legal duties. These are:

- ***Understand your authority.*** The authority of the board rests with actions taken by the full board, you as an individual do not have any authority unless it has been granted by an action of the full board.
- ***Attend meetings.*** Attend all board meetings, either in person or via conference call.
- ***Engage in committee work.*** Board meetings are important because that is where decisions are made; but the real work happens on committees. Join a committee of interest and then show up, be engaged, and do the work.
- ***Be prepared.*** Come prepared to all meetings, ready to contribute, and act as needed.
- ***Prioritize time.*** Prioritize your board commitment; make time in your schedule to participate on committees and/or other tasks as assigned by the board.
- ***Organization first.*** Make decisions for the good of the organization, not your personal or professional benefit.
- ***Disclose conflicts.*** Disclose any conflict of interests you may have and recuse yourself from any action pertaining to the conflict.
- ***Keep things confidential.*** As a board member, with your first loyalty to the board, you have the responsibility to keep confidential information confidential. This could include strategic

deliberations, donor information, personnel issues, and any other topic that may result in harm or legal issues for Montana Family, Career and Community Leaders of America.

CLICK HERE FOR FCCLA [CONFIDENTIALITY AGREEMENT](#)

- **Set a giving example.** Set an example for your community and donors; make a personally meaningful financial contribution to the organization each year.
- **Set an engagement example.** Attend all fundraising events and other community events as your schedule allows or as your organizational policy outlines.
- **Set a volunteering example.** Volunteer as your skills and talents as your personality and interests dictate to help implement both the fundraising and program plans.
- **Be the #1 fan of the organization.** Your job is to promote the organization throughout the community and especially within your circle of influence. Your testimony is the most powerful promotional tool your organization has at its disposal. Create awareness of your organization's impact in the community.

Board Commitment Form

Montana FCCLAs' Board Commitment Form simply outlines your individual engagement as a board member and will help you carry out your individual commitment to FCCLA.

CLICK HERE FOR FCCLA [BOARD COMMITMENT FORM](#)

THE FCCLA BOARD GOVERNANCE CALENDAR. FULL BOARD ROLES AND RESPONSIBILITIES.

The full board has joint roles and responsibilities to assure it is meeting its fiduciary responsibility.

The simplest way to think of your Board's job is within the framework of five basic roles.

- **Leadership.** One definition of "leadership" is your ability to influence others. In your board leadership role, you are influencing the organization internally **through strategic planning and assuring you have clearly defined values that are used in all decision-making.**
- **Governance.** Your governance role is like that of an architect's. In this role you are **drafting structures and systems that will create continuity within your organization** (updating bylaws, developing policies, organizing committees, outlining succession plans, and holding effective meetings), **support implementing your strategic plan** (board-approved annual budget and operational and fundraising plans), **support and feedback for the state director** (develop a written evaluation process that is based on goals and includes input from the full board).
- **Stewardship.** Your stewardship role is critical in making sure that the structures and systems developed in the governance role are working. In this role, **you are involved in monitoring all board approved plans, at least quarterly, and helping management think through any adjustments that are needed.**
- **Management.** The management role refers to your board managing itself; both individually and as a group. Although the state director is charged with helping your board carry out its job, **it is your job as a board member to lead the effort of recruiting, managing, and training board members.**
- **Volunteer.** Yes, you are volunteering as a board member and that is extremely important and appreciated but you do have another volunteer role. **You step into this role when you take off your "board hat" and become a "community" volunteer helping with programs, administrative work, or**

fundraising. In this role, you are implementing the operational plan and are directed by staff. This volunteer time may vary, is extremely flexible, and may be more intense around certain times of the year; but 2-3 hours per month is a good gauge of your time commitment.

Remember, board authority exists when the board is sitting in quorum or when it has been specifically delegated to an individual through a board approved job description, charter or motion of the board; in most cases you are not in your board role when volunteering.

Details of Montana FCCLA's Board of Directors Financial Responsibilities

Montana FCCLAs' Board is ultimately liable for the financial situation of our organization; its job is to ensure sufficient financial controls and processes are in place to meet current mission needs and protect our assets for the longevity of our organization.

Key financial management responsibilities of Montana FCCLAs' Board of Directors are:

- Ensuring that there are adequate financial resources for the work of the organization. This responsibility includes making an annual personal financial contribution and assisting in the implementation of the annual fundraising plan.
- Approving a realistic operational plan, fundraising plan, and annual budget before the beginning of each fiscal year.
- Making sure there is a competent Finance Committee that reviews monthly financial reports per board approved policies.
- Allowing time, at least quarterly, for the Finance Committee to present to the full board for approval and discussion an Income Statement vs Budget and a Budget.
- Creating the infrastructure for sound and transparent financial management by reviewing and approving financial policies as presented by the Finance Committee.
- Reviewing and approving the 990 each year as presented by the Finance Committee.
- Directing the Finance Committee to review grant management and reporting systems to funders and the community to assure that funds received are used per the guidelines of the granting/funding agreement.

FCCLA's Board Governance Calendar

The above discussion of board activities outlines what needs to be accomplished to fulfill the FCCLA's fiduciary responsibility. While it may seem like a lot in "print format" these activities can be easily scheduled into a "to-do" list called the Board Governance Calendar. The FCCLA' Board Governance Calendar should be reviewed monthly by the state director and board president; and, also at the start of every board and committee meeting to remind everyone of upcoming tasks.

CLICK HERE FOR [FCCLA BOARD GOVERNANCE CALENDAR](#)

BOARD OFFICERS

Montana FCCLAs' bylaws outline four officer positions, President, Vice-President, Secretary, and Treasurer with terms of one-years. Each board officer has certain roles and responsibilities within the board structure, these duties are outlined on the board officer job descriptions. Qualifications for serving as an officer include having served on the board for at least one year, the willingness to learn the basics of performing their duties, and a willingness to serve.

CLICK HERE FOR [FCCLA BOARD OFFICER JOB DESCRIPTIONS](#)

BOARD COMMITTEES

Committees are the work groups on the board and task forces are the work teams of staff.

All committees are advisory in nature, except where specified in the by-laws or in the board-approved committee charter (job description). Committee chairs and members should be nominated by the Governance and Nominations Committee and approved by the full board during the annual corporate meeting.

Montana FCCLA's bylaws outline four committees. The Executive Committee, Governance and Nominations Committee and the Finance Committee which are committees of the board, made up of board members and doing the work of the board. The Programming Committee is the fourth committee and is an operational work group charged with giving input into the programming portion of the strategic plan and assisting the state director in implementing the annual operational plan. This group reports to the state director.

To clarify authority, accountability and scope of duties each committee has a charter and an annual calendar of tasks.

CLICK HERE FOR [FCCLA COMMITTEE DUTIES & RESPONSIBILITIES](#)

CLICK HERE FOR [FCCLA COMMITTEE CALENDARS](#)

TASK FORCES

FCCLA has much to accomplish and is minimally staffed. In order to serve our members and students beyond our staff capacity we employ a system of task forces. These are groups of people (board, teachers, students, community members) that come together to complete a specific project as outlined on the annual operational plan. Every task force has a beginning, a middle, and an end. Our task forces report directly to the state director and need no board approval.

You can find out more about FCCLA task forces and sign up for engagement by talking with our State Director or emailing director@mtfcla.org