



# STRATEGIC PLAN FY 2016



**DRAFT**  
**BOARD OF DIRECTORS**  
MAY 2015

March 2015  
**SkillsUSA FY16-17 Strategic Plan**  
September 1, 2015 – August 31, 2016

**Mission:**

SkillsUSA empowers its members to become world-class workers, leaders and responsible American citizens. SkillsUSA improves the quality of America's skilled workforce through a structured program of citizenship, leadership, employability, technical and professional skills training. SkillsUSA enhances the lives and careers of students, instructors and industry representatives as they strive to be champions at work.

**Goals:** This plan focuses on four goal areas established by the board of directors

- Marketing and Member Services
- Training
- Fiscal integrity
- Advocacy

**Vision:**

SkillsUSA is recognized as the organization that empowers students to be global leaders of America's skilled workforce and ready for continuous career success. Our partner network benefits all members, education and industry. Every eligible student is involved and every life we touch is improved.

**Vision 2020 Summary**

**Reach ...**

- 1 million learners and educators annually
- 100,000 alumni members

**Connect ...**

- Through a partner network benefiting all members, education and industry
- Using a strong organization to deliver needed services

**Lead ...**

- In employability education for continuous career success
- As a nationally and internationally known expert in workforce education and employment readiness.

**SkillsUSA Values:**

The SkillsUSA mission is built upon – and its success depends on – the commitment of our members and partners to the following values:

- Citizenship
- Integrity
- Respect
- Responsibility
- Service

**Core Message:**

SkillsUSA is a partnership of students, teachers and industry working together to ensure America has a skilled workforce. SkillsUSA helps each student excel.

**Brand Promise:**

SkillsUSA makes every member and partner feel like a *champion*.

Our customers feel successful and respected for their personal commitment to developing skilled workers and good citizens. They feel connected to a national network. Through our exceptional service, our customers feel they are treated with sincerity, equality and appreciation. Their involvement in SkillsUSA results in feelings of personal pride and achievement.

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**SkillsUSA National Office Responsibilities**

**Office of Administration & Finance (A&F)**

Responsible for overseeing the financial health of the association. Provides personnel, administrative and IT services within the organization. Responsible for building and grounds maintenance of the national center.

**Office of Business Partnerships and Development (BPD)**

Responsible for securing financial and in-kind support for SkillsUSA activities and programs, including national program initiatives, the SkillsUSA Championships, SkillsUSA WorldTeam and Champion of the Year program. Conducts research on issues affecting CTE and SkillsUSA and develops value case for stakeholders.

**Office of Communications (COM)**

Responsible for formulating and producing printed and electronic communications to member students, teachers, and state and national organization leaders; enforcing standards that support the organization's "brand" and effectiveness of communications; providing communications services and support for other offices; maintaining and upgrading computer systems for such communications; and executing media relations and other activities mandated by the organization's communications plan.

**Office of the Executive Director (ED)**

Responsible for the consistent achievement of the organization's mission and financial objectives. Provides leadership in planning and implementing initiatives that advance the organization. Fosters strong alliances among partners in education, government, business, industry and labor; directs the operations of the national office; and serves as organization's chief spokesperson.

**Office of Education, Training, and Assessment (ETA)**

Responsible for the organization's education and training programs for students, teachers and primary stakeholders, including activities, methods, materials, delivery systems and assessments Responsible for communicating and delivering information that meets the needs of students and teachers. Manages grant programs, the alumni association, national conferences, TECHSPO and the Kansas City Project

**Office of Marketing, Membership and Sales (MMS)**

Responsible for planning and integrating SkillsUSA's membership and marketing materials and activities. Responsible for planning and coordinating efforts to increase secondary and postsecondary membership. In addition, provides data control and management of membership services. The department also oversees the organization's sales function and field sales staff, Skill Connect Assessment sales and administration, and SkillsUSA Store.

**Please note:** The first department listed under department objectives, strategies and tactics below is considered the lead department. Objectives and tactics marked \$ are planned and budgeted and will happen with or without outside sponsorship, but would welcome funding. Objectives and tactics marked with \$\$ are solely contingent upon funding and need sponsorship or budget assigned to be carried out.

## Nine Macro Objectives for FY16

### Macro Objective One: Strategic Membership Focus

- a. Develop strategies for Reach, Recruit and Engage (2RE), including member recognition and benefits and new strategies for middle school, college/postsecondary and professional membership engagement. [Reach]
- b. SkillsUSA will have an **impact upon 378,000 learners and educators** including 313,000 paid high school and college/postsecondary students and instructors 48,000 Alumni & Friends Association members and 17,000 served through alternative programs and services by August 2016. [Reach]
- c. Conduct and increase participation in **national programs, leadership programs and conferences** and maintain or increase customer-satisfaction over prior years. SkillsUSA will develop a membership system that assists teachers in engaging students to become career ready. And, we will identify and list the programs and services that are core to the delivery of the SkillsUSA mission and how they are financially supported in FY16. [Lead]

### Macro Objective Two: Brand Focus

**Build exposure of SkillsUSA brand** with particular emphasis on six brand delivery measures including social networking participation, media impressions, SkillsUSA new website promotion and number of website unique users, state association branding support and 50<sup>th</sup> Anniversary Celebration impressions in FY16. [Reach and Lead]

### Macro Objective Three: Product and Service Marketing

Research, support and promote the **most-valued products and services** of SkillsUSA measured by maintaining or increasing customer satisfaction over prior years and ROI. Improve direct communications with SkillsUSA stakeholders through an integrated system of digital media. Communications plan developed during FY14 and system introduced by the end of FY16. August 2016. [Connect and Lead]

### Macro Objective Four: Training

Provide **workshops, seminars and other training programs** to meet the needs of SkillsUSA association managers, instructors, alumni, students, sponsors and staff for growth and development of the association and service to individual members. Develop new training strategies that focus on new education resources and revised curricula. Evaluation based on customer satisfaction for selected programs in FY14. In addition, measure the number of individuals trained and the estimated number of individuals affected by August 2016. [Lead]

### Macro Objective Five: Fiscal Integrity and Growth

Ensure future growth and solvency of the association so it may continue to fulfill its mission. **Revenue raised** from all sources will total \$xx million combined in SkillsUSA and the SkillsUSA Foundation, Inc. Develop a plan to increase earned income, restricted and unrestricted revenue by December 2016. The plan will include new and enhanced strategies to grow revenue to support the reach to Vision 2020, including opportunities for larger donations to support new initiatives and branding of SkillsUSA students as essential to a highly skilled workforce, and as a solution to the skills gap. August FY16 [Connect]

### Macro Objective Six: Infrastructure Development

By 2016, SkillsUSA will successfully move its national conference to Louisville, Kentucky. Also, during FY16-17, SkillsUSA staffing will be reviewed to ensure the **necessary talent is in place and prepared, and the technology infrastructure in place to achieve Vision 2020**. Revise as necessary the existing SkillsUSA infrastructure plan to meet the needs and secure the resources of the organization. FY16 [Connect]

**Macro Objective Seven: State Association Capacity and Support**

Assist and support state associations through an initiative to **align state strategies with the national strategic plan** and vision and reinforce the value of SkillsUSA in state and local education systems as an essential element of a quality CTE program. Introduce state plans by fall 2016. [Connect]

**Macro Objective Eight: Advocacy**

Win, maintain and expand support of federal policymakers, state agency leaders and administrators and advisors for career and technical education and for SkillsUSA. Assist state associations and chapters to win public **policymaker support**. Staff, board, foundation and students and instructors members will make 100 visits to, or two-way communications with, federal agencies and congressional offices in FY16. [Lead and Connect]

**Macro Objective Nine: Skills Gap Focus including STEM**

SkillsUSA will promote our programs and services as **STEM-related and as a solution to address the skills gap**. We will engage B&I partners, education and government leaders, state association directors, advisors and administrators in recognition of the work SkillsUSA is doing in STEM education. We will develop messaging and our case for industry support around the skills gap. SkillsUSA will participate in at least six skills gap events to showcase our skills gap solution efforts and STEM connections. [Lead and Connect]

## Goal One: Marketing and Member Services

### Macro Objective One: Strategic Membership Focus

- a. Develop strategies for **Reach, Recruit and Engage (2RE)**, including member recognition and benefits and new strategies for middle school, college/postsecondary and professional membership engagement. [Reach]
- b. SkillsUSA will have an **impact upon 378,000 learners and educators** including 313,000 paid high school and college/postsecondary students and instructors, 48,000 Alumni & Friends Association members and 17,000 served through alternative programs and services by August 2016. [Reach]
- c. Conduct and increase participation in **national programs, leadership programs and conferences** and maintain or increase customer-satisfaction over prior years. SkillsUSA will develop a membership system that assists teachers in engaging students to become career ready. And, we will identify and list the programs and services that are core to the delivery of the SkillsUSA mission and how they are financially supported in FY16. [Lead]

### I. Membership Tools

- A. **Revise membership kits** (middle-school, high-school and college/postsecondary) to focus on member recruitment and engagement and chapter marketing tools for local teachers to strengthen chapters through implementation of a complete program of work by March 16, 2016. [MMS, COM]
- B. Maintain and enhance **membership component of website to increase member ability to engage in SkillsUSA** by creating online materials and activities by August 2016. [MMS]
- C. Enhance **SkillsUSA membership/conference registration system** by obtaining user feedback via electronic customer satisfaction survey with emphasis on ease of use of the site for customers. Based on customer feedback, membership team will work with programmer to make system improvements for conferences and membership. Support registration and conference system by providing training and system updates to state directors through webinars and Web instruction. Provide ongoing training and telephone support for advisors and state directors throughout the year. (Ongoing) [MMS]

### II. Market Specific Strategies

- A. Create **SkillsUSA Marketing Campaign** to reach, recruit and engage stakeholders and potential members by June 2016. [MMS, COM, COM] \$\$
  - a. Conduct an assessment of current marketing materials
  - b. Gap analysis using data from the focus groups and communications audit
  - c. Develop campaign to reach, recruit and engage stakeholders and potential members
  - d. Launch marketing campaign through delivery mechanisms
  - e. Evaluate effectiveness of marketing campaign

- B. Maintain and enhance the **new advisor recruitment tracker** that ensures all inquiries from teachers are responded to via a systematic method and tracked during the course of a year so that membership engagement is delivered by August 2016 [MMS]
- Evaluate data and draw correlations between number of new chapters and membership increases to use of hotline by state to market hotline operation to state directors.
- C. Plan, conduct and evaluate **college/postsecondary event focused on employment at NLSC** by June 2017 (secure funding in FY16 and implement in FY17) [MMS, BPD] \$\$
- Opportunity for business partners to interview college/postsecondary students on site for the purpose of employment
  - Opportunity for business partners to distribute information about their company
  - Two tier sponsored event that will be launched at NLSC and serve as pilot for future state and regional events.
- D. Implement a **mission framework** awareness campaign to be delivered both internally and externally by August 2016. [MMS]
- Validation by industry of framework
  - Cross walking of current programming
  - Gap analysis of current programming
  - Evaluation of SkillsUSA educational resources and materials and determine where the framework needs to be infused and create a timeline for infusion
  - Presentation package for stakeholders
  - Presentation to internal staff to ensure that framework is infused into all future programming
  - Communication pieces (Active Advisor, Executive Update, etc.) are infused with information concerning the framework on a regular basis
- E. Develop **prototype of electronic solution provider** for students and advisors that will deliver information that is relevant based on career cluster employment trends, innovative teaching tools, curriculum components and SkillsUSA programming that provides networking opportunities for our members and business partners. This tool would enable the organization to communicate directly with student members. Seek funding for entire project using the prototype by August 2017. [MMS, COM] \$\$
- F. Implement a local, state and national **Chapter Excellence Program** by August 2016. [MMS, ETA, COM] \$\$
- Inclusion of the Chapter Excellence Program in Membership Kit
  - CTE Conference inclusion
  - Marketing Campaign to promote the Chapter Excellence Program
  - State Director Implementation Package (materials to conduct the state level implementation of Chapter Excellence Program)
  - NLSC activities (judges, invitations, dinner reception, session and script)
  - Update Chapter Excellence Program Guide
  - Develop Best Practices Guide
- G. Create and implement **black jacket marketing campaign** by August 2016. [MMS]
- Target specific state associations with large memberships.
  - Gleaning of best practices and showcasing chapters that have made chapter wide/section wide purchases for members.

- H. Develop and distribute **SkillsUSA Week Marketing Kit** designed for local chapters and an accompanying kit for state director implementation by **August 2016 for FY17**. [MMS, ETA, COM] \$\$
- I. Develop a **themed Membership Recruitment Campaign** designed to create excitement and increase membership in each chapter by March 2016. [MMS]
- J. Create a **webinar library** focused on member recruitment, engagement and framework implementation by August 2016. [MMS]
- K. Research and develop an **individual recognition program that honors framework skill development in members** by August 2016 with training in FY 16 and launch in FY 17. [MMS]
  - Conduct focus groups comprised of students, teachers and state directors
  - Infusion of revised PDP
  - Investigate credentialing of individual recognition program culminating in a career ready certification
  - HR professionals and frontline managers input and validation of individual recognition program
- L. Investigate using **CRC login/membership registration system** to disseminate Technical Standards by August 2016. [MMS, BPD, COM]
  - Increase professional membership dues to offset revenue lost through sale of Technical Standards.
- M. Develop and implement **TPP as an online contract** and member upload system to the membership registration site by August 2016. [MMS]
- N. In collaboration with MMS, ETA and ED define criteria to measure “**number of people impacted**” by SkillsUSA. By August 2016. [BPD]
- O. **Cap TPP** and create new affiliation plan for launch in FY17 [MMS, BPD]

### III. Conferences

- A. Manage **National Leadership and Skills Conference registration** by **June 2016** [MMS]
- B. **Initiate and manage conference logistics** under the 2015-16 planned events (Quarterly Board Meetings, WLTI, NLSC, SD Annual Professional Development Conference, SD Winter Meeting, World Skills General Assembly and National Officer Training). Completed by August 2016. [ETA]
- C. NLSC Functions:
  - Champions Night \$\$
  - Nextel Phones \$
  - Transportation \$
  - State Director Activities (Monday breakfast, Monday break, SD Lounge, Friday Breakfast) \$\$
  - Lanyards \$\$
  - Needs for State Director Annual Professional Development Conference
  - Overall \$
  - Meals at hotels \$
  - Meal/Entertainment \$

- D. Plan, conduct and evaluate two general **sessions** as part of a comprehensive NLSC program. By July 2016. [ETA] \$
- E. Plan, conduct and evaluate four days of **Delegate Sessions** and National Officer Candidate Activities as a part of a comprehensive NLSC Program by August 2015
- F. Manage, conduct and evaluate **Washington Leadership Training Institute**, which focuses on leadership, citizenship and advocacy. Maintain registration of 325 participants from 23 states. By October 2014. [ETA] \$  
WLTi Needs:
- Overall \$
  - Meals \$
  - Curriculum/Facilitator Development \$\$
- G. **NLSC Communications**. Develop and deliver NLSC communications by June 2016, including program, Awards and Recognition booklet, and Web promotions. [COM In conjunction with BPD and other departments]  
*Tactics include:*
- Manage video and photographic needs of Publications and other departments.
  - Keep daily video record of conference by posting footage each day on YouTube, linked through Facebook.
  - Using the AV Company's live footage, share the full Awards Ceremony via the Web.
  - Manage Web streaming of Opening Ceremony and Awards Ceremony if funded. \$\$
  - Develop materials and designs specific to 50th anniversary.

#### IV. Programs and Projects

- A. Increase the number of applicants in **PVSA** by 10% over 2014. By June 2016. [ETA]
- B. Podcasting. **Continue using podcasts** to provide messages and relevant materials for download by existing members. [COM; ED, MMS, ETA and other departments]
- Continue using video podcasts for short, instructive messages or testimonials (e.g., welcome message including membership deadlines, suggestions for planning a community service event, statements from alumni and an introduction to each new issue of *SkillsUSA Champions*) as driven by ED, MMS, ETA and other departments. Podcasts will refer viewers to other SkillsUSA resources for further information.
- C. **Green and sustainability practices** for materials. As standard practice with new or revised publications, investigate environmentally friendly options for printing and carry out as budget allows. Include identifying marks and statements to communicate our commitment to green initiatives. With online content, lists hosts that are "green" certified. Maintain folder of pertinent resources for all staff. Ongoing, through August 2016. [COM]
- D. Inclusion and Diversity Messaging. With input from selected Inclusion and Diversity Committee members, **update I&D messaging materials** as needed for executive director and all offices through August 2016, so they can educate state association directors, national officers, WLTi and NLSC state officer training attendees, and YDF. [COM]  
*Tactics:*

- Continue to add closed captioning to all video materials.
- Continue to make publications available for e-readers and electronic translation upon request.
- Include national policy statement in all publications.

## V. Alumni

- A. Maintain and continue to oversee the **Alumni & Friends Executive Board (AFEB)** thru three meetings by August 2016. [ETA]
- B. Manage, conduct and evaluate **three alumni activities** at NLSC. Completed by August 2016. [ETA]  
Tactics:
  - Community Service Project \$\$
  - 5K Fun Run \$\$
  - Harley Bike Sales \$\$
- C. **Develop an Alumni Association/Chapter** in the Kansas City Metropolitan area. Manage, conduct, and evaluate 3 activities to support the alumni goals as outlined in the national strategic plan Completed by August 2016. [ETA]

## Macro Objective Two: Brand Focus

**Build exposure of SkillsUSA brand** with particular emphasis on six brand delivery measures including social networking participation, media impressions, SkillsUSA new website promotion and number of website unique users, state association branding support and 50<sup>th</sup> Anniversary Celebration impressions in FY16. [Reach and Lead]

### I. Brand and Messaging

- A. **SkillsUSA 50<sup>th</sup> Anniversary campaign** and celebration. Having kicked-off a year-long celebration in June 2014, SkillsUSA will continue its 50<sup>th</sup> Anniversary campaign by hosting a Founder's Day Celebration on May 8, 2016, as part of the 50<sup>th</sup> anniversary campaign and hosting and marketing special 50<sup>th</sup> events at the June 2016 national conference where the campaign will conclude. [ETA] \$\$
- B. Develop and present **key public messages** of SkillsUSA for our members and partners to use with the news media and other important publics through events, activities and tools including the SkillsUSA website. Incorporate information on SkillsUSA as a skills gap solution and our connections to STEM education whenever possible. Messaging also to be used with elected official and policymakers. Work with sponsors on their media relations where co-branding with SkillsUSA occurs. Backgrounders/talking points created annually for use with Congress. September 2014. Balance complete August 2016. [COM, BPD, ED]
- C. **Conduct events in Washington D.C. to highlight WorldTeam** as both a news story on preparing a highly-skilled workforce and a government relations opportunity. News releases and/or media advisories on the events will be sent to news media and posted online. Proposed events include Capitol Hill reception, media events, visits with administration and congressional committees, and editorial board meetings. By August 2016. [COM]

- D. **National media promotion for WorldTeam.** This is for the 2016 WorldTeam (Sao Paulo, Brazil August 2016) including coverage of WorldSkills Americas (in 2016). News releases sent to local papers, trade publications and other appropriate news media, posted on PR Web, and sent to schools, sponsors and Congress. Create promotional materials – including “Hero Cards” – and make them available to sponsors. Follow up media relations after the August 2016 event and the 2016 event and create media materials for the 2016 team. By August 2016. [COM]

## II. New and Social Media

- A. **Websites/Mobile Technology.** Produce and maintain the SkillsUSA and WFRS websites through the structure developed to meet the needs of the organization, and evaluate the SkillsUSA website’s success in fulfilling the editorial positioning statement and any new requirements in the communications plan. [COM]

*Tactics for FY16:*

- Promote the SkillsUSA-oriented iPhone/iPad and Android applications.
- Maintain redesigned website as directed as part of the overall communications plan. [COM, ED, MMS, ETA, BPD, A&F]
- Develop mobile and Web-based apps and social media games to enhance student engagement or professional development (clips based on ASK chapters, résumé builder, puzzles, etc.) if budget allows and data supports the need. \$\$

- B. **Social Networking.** Supporting our social networking plan developed in FY 2011, continue to maintain the SkillsUSA profiles on Facebook, Twitter, YouTube and LinkedIn. Use these sites to promote SkillsUSA programs and events on an ongoing basis. Also use as a method to gather direct access to members via their connection to us on these networks. [COM]

*Tactics:*

- Continue to reinforce the need to drive SkillsUSA member traffic to [www.skillsusa.org](http://www.skillsusa.org) as the main portal to the SkillsUSA Web experience, including logos and URLs in our magazine and membership kit.
- Evaluate new social-media opportunities as to suitability for SkillsUSA participation.
- Include references to Facebook, Twitter, YouTube and other social media sites in publications as appropriate.
- Explore polling via Facebook as an effort to engage members.
- Lead social media strategy/plan developed as part of the overall communications plan, including partner and individual giving goals as directed. [COM, ED, MMS, ETA, BPD, A&F]
- Form a group to identify “thought leaders” who, through social media channels, will help us promote programs. This campaign will be designed to reach, recruit and engage current and potential members through peer-to-peer communications. Launch at NLSC 2016 and carry over through FY2016. [COM, MMS]

- C. **Online Promotion.** Develop and post advertising on Google and Facebook/Twitter pages that bill on the basis of user click-throughs, on an ongoing basis. [COM]

- D. **Distribute and promote current PSAs** [COM]

*Tactics for FY16:*

- Distribute to national Community Service contest teams.
- Distribute and promote through state association directors’ mailing list.

- Promote through a Facebook status event where on a day during SkillsUSA Week, SkillsUSA's Facebook friends will be asked to share our 60-second PSA.
- Promote in active advisor newsletter.

### III. Traditional Media

- A. Produce quarterly **SkillsUSA Champions magazine** that supports the communications plan and marketing needs of our organization. Evaluate each issue on its success in fulfilling the editorial positioning statement, "To individuals interested in cultivating leadership skills, *SkillsUSA Champions* is a dynamic resource that inspires and connects all members, creating a virtual community through its relevant and useful content." Expand pages and editorial content as advertising sales allow. Convert for website with occasional expanded articles. Maintain online archive of past issues and indexes of success stories (features) and best practices (chapter news). [COM]

*Tactic:*

- Make changes determined as a result of the full communications audit.

### IV. Reporting, Media Relations and Services

- A. Develop and deliver **targeted communications**, plans and presentations to inform **association managers**, advisors and stakeholders and to assist them in their roles as managers in the work of the association. Communications vehicles are regularly scheduled during the year. August 2016. [COM]
- B. **Conduct media relations** – and promote online visibility – for special events in FY16 including SkillsUSA WorldTeam in addition to routine promotions including: national conference; board of directors; WLT; personnel; and, sponsors on as needed basis. Results measured through clipping reports. In addition, research and promote SkillsUSA NLSC in the context of skilled workforce issues in five national news media outlets including online and print. August 2016. [COM and other departments]
- C. Generate **news clipping report** quarterly and assess results. Clippings are shared on a regular basis with members via the website and social media and with sponsors and other interested parties when needed. Clipping reports available for state association directors upon request. August 2016. [COM and other departments]
- D. **Services to other offices.** Provide publications, electronic media content and Web services to other offices and committees when the scope is national and where branding is important, on an ongoing basis. [COM]  
*Tactics for FY16:*
- Participate in professional development training to ensure skills in the Publications Office keep pace with technology (e.g., Photoshop, photography, videography) including video tutorials.
  - Refresh archive of video clips for use in projects throughout the year.
- E. **Brand review.** As an ongoing service to other offices, and when the scope is national and branding is important, maintain a review process for a unified communications look and style that implements brand and quality standards. [COM]

## Macro Objective Three: Product and Service Marketing

Research, support and promote the **most-valued products and services** of SkillsUSA measured by maintaining or increasing customer satisfaction over prior years and ROI. Improve direct communications with SkillsUSA stakeholders through an integrated system of digital media. Communications plan developed during FY14 and system introduced by the end of FY16. August 2016. [Connect and Lead]

### I. Communications

- A. Carry out the integrated communications plan developed in FY 2015 with the **assistance of the leading communications firm that conducted our communications audit**. Determine appropriate channels (print, digital, social media, etc.) and messaging for target audiences. Include desired outcomes and metrics where possible. [COM, ED, MMS, ETA, BPD, A&F]
- B. Improve direct **communications with SkillsUSA internal stakeholders and external publics** (potential sponsors, policymakers, news media, etc.) with the additional input of a new staff in the areas of public relations and digital/social media. [COM]
- C. **Streamline/integrate print and digital communications** through the merger of the two offices and based on the recommendations from the communications audit. Pending completion of the communications plan, re-evaluate our methods and schedule of delivering SkillsUSA Champions to our members, placing greater emphasis on electronic and social media. [COM]
- D. To **ensure our electronic communications reach members**, determine best ways to ensure submissions of email addresses are accurate (such as a message, "Your chapter will not be recognized as active in SkillsUSA without a valid email address"). [COM]
- E. Enforce review process to **ensure unified brand, style and quality standards** in all communications from the national headquarters. [COM]
- F. Develop and carry out **national media promotion for WorldSkills Americas** in 2016. Develop messaging for sponsoring companies to use to promote the team. [COM]
- G. Lead the **development of an integrated communications plan** to improve direct communications with SkillsUSA internal stakeholders and external publics such as potential sponsors, policy makers and the news media through an integrated system of print and digital media. Items to consider include: audiences to be reached, messaging, appropriate channels (print, digital, social media, etc.) to reach target audiences, desired outcomes and metrics where possible. Specific elements under consideration: print and tablet versions of magazine; website and integrated system with Web portal and instructor "dashboard;" social media; e-learning; how to tailor messages to key audiences (and perhaps personalized communications); and, use of video clips on contests and activities. August 2014. [COM, ED, MMS, ETA, BPD, A&F]
  - Continue timely video messages on home page

## II. Marketing Strategies

### A. Evaluate and implement marketing strategy to increase sales of SkillsUSA educational resources to SkillsUSA membership.

*Tactics:*

- Increase sales of **educational resources** by developing **two new teacher tools** for sale in the educational resources catalog by August 2016 [MMS] \$
- Provide **professional member discount** for educational resources to increase awareness of products, sales and chapter member engagement by September 2014. [MMS] \$
- Revise and maintain **product and services marketing campaign** to increase awareness and sales through July 2016. [MMS]

### B. Together with COM, explore creation of **two Apps**:

- **Free for members** to allow them to obtain competition clothing and required NLSC items (tools, software, etc.). [BPD]
- **Subscription based or benefit of membership** App to access Technical Standards. This is a two year goal. Continue to work with COM, MMS, ETA to review cost and support needed to implement. Target release date to coincide with release of revised Technical Standards in 2016. [BPD]

## III. Marketing Support

### A. Produce **Educational Resources Catalog** based on product market research and adapt for website. July-August. [COM, MMS]

### B. **Technical Standards** are reviewed /edited every two years. Gather data from Technical Committees by May 2017. Draft July 31, 2017. Print/create DVD by August 2017 and available to stakeholders September 2017. [BPD]

## Goal Two: Training

### Macro Objective Four: Training

Provide **workshops, seminars and other training programs** to meet the needs of SkillsUSA association managers, instructors, alumni, students, sponsors and staff for growth and development of the association and service to individual members. Develop new training strategies that focus on new education resources and revised curricula. Evaluation based on customer satisfaction for selected programs in FY14. In addition, measure the number of individuals trained and the estimated number of individuals affected by August 2016. [Lead]

#### I. Students and Advisors

- A. Plan, conduct and evaluate state officer, state officer trainer, chapter leader and advisor training conducted during NLSC conference through **Leverage and Activate conferences and Engage training** by June 2016. [MMS] \$\$
- B. Plan, conduct and evaluate four days of **Delegate Sessions in all 3 houses (HS, College/Postsecondary and Middle School)** and National Officer Candidate Activities as part of a comprehensive NLSC Program by August 2015. [ETA] \$\$
- C. Plan, conduct and evaluate delegate training as conducted during NLSC conference through **TAG Tuesday** by June 2016. [MMS] \$\$
- D. Continue **revision of printed PDP curriculum** and begin revision of PDP online based on funding. Completed by August 2016. [ETA]
- E. Develop and offer an **E Learning course** around State Director certification. Completed by June 2015. [ETA]
- F. Plan and offer **10 PDP, CSEP, CMI, (Basic/Advanced), Service Learning, Enhancing Your Chapter and national seminars for advisors** by August 2016
- G. Plan and **offer 20 Advisor seminars** centered around SkillsUSA programs, activities and curriculum. Completed by August 2016 [ETA]
- H. Plan, conduct and evaluate **SkillsUSA University** as an educational program with 50 sessions for students, instructors and other stakeholders by August 2016. [ETA]
- I. Manage and train a student team of organizational ambassadors (**national officers**) with 15 service opportunities for the team by August 2016. [ETA]  
*Tactics:*
  - Overall National Officer support \$
  - Additional curriculum/facilitator development added to July training \$\$
  - National Officer travel to NLSC \$\$
- J. Provide one training sessions to add 10 new trainers to **State Certified Training (SCT)** system by June 2016. [ETA] \$\$

## II. Association Managers

- A. Continue **training for state alumni coordinators** during NLSC and develop materials to train alumni coordinators to do training in their states. Completed by August 2015. [ETA] \$\$
- B. Provide one re-certification session **training for current State Certified Trainers** by June 2015. [ETA]
- C. Based on budget and psychometric recommendations continue with **annual review and full review of assessments**. Full review of all assessment areas completed by August 2017 [ETA]
- D. **New Director Training** - Plan, conduct and evaluate a comprehensive State Director Training to include two New Director trainings (one in August and one in mid-year). Completed by August 2015. Depending on budget, conduct State Director training for SD's with 3 to 5 years' experience and focus on state growth.
- E. Social Networking and Technology Trends. **Conduct individualized staff training** to promote awareness and understanding of the most effective social networking and technology trends, on an ongoing basis and as requested. [COM]  
*Tactic:*
  - Staff responsible for leading SkillsUSA's **social networking efforts** will participate in professional development training including video tutorials.

## Goal Three: **Fiscal Integrity**

### **Macro Objective Five: Fiscal Integrity and Growth**

Ensure future growth and solvency of the association so it may continue to fulfill its mission. **Revenue raised** from all sources will total **\$11.2 million** combined in SkillsUSA and the SkillsUSA Foundation, Inc. Develop a plan to increase earned income, restricted and unrestricted revenue by December 2016. The plan will include new and enhanced strategies to grow revenue to support the reach to Vision 2020, including opportunities for larger donations to support new initiatives and branding of SkillsUSA students as essential to a highly skilled workforce, and as a solution to the skills gap. August FY16 [Connect]

- A. By the close of FY16, earn **7.3 million** from a combination of service areas including membership dues, alternative markets, educational resource services including assessment sales, conference registrations, training seminars and the SkillsUSA Store. [A&F and all departments].
- B. **Raise \$3.9 million in overall SkillsUSA Foundation accrual** fundraising by the end of FY15 (August 2015). [BPD]
- C. **Raise \$785,000 in unrestricted fund transfers** from SkillsUSA Foundation to SkillsUSA general revenues (includes CareerSafe & ASE earned revenue). [BPD]
- D. Continue to receive **departmental program/event proposals**, ex: continuation of community service project at NLSC (all program proposals must be prioritized by each department director before submission to BPD). BPD will seek to secure funding based on priority shared by department director, "fundability" of the project and the requested amount. August 2016 [BPD]
- E. **Increase sponsorships** and individual donors to 35 new and 12 upgraded. By August 2016. [BPD]
- F. **Collaborate to produce research to support** SkillsUSA's role in helping to close the skills gap. By February 15, 2016. [BPD]
- G. Review data collection from Educational Research Center of America; develop strategy for dissemination/inclusion in messaging. [BPD]
- H. Corporate donors will be recognized via existing "Star Club" sponsorship categories both for their cash contribution and separately for the reported in-kind contribution. Individual donors will be recognized in the Annual Report (eliminate website listing) for paver and/or Skills Build America Fund support. [BPD]
  - Develop plan to increase individual giving. This will involve a multi-year strategy. [BPD]
  - Increase awareness of SkillsUSA and NLSC in greater Louisville community via Louisville Advisory Council work with goal securing local sponsors to support NLSC and Championships. August 2016
- I. **Explore cause marketing** as revenue source. By August 2016. [BPD]
- J. Sell and manage exhibit space at the 2016 National Leadership & Skills Conference (**TECHSPO**) to meet a projected \$326,000 revenue. By June 2016. **[ETA]**

- K. Based on budget, begin process of implementing a five year **Assessment Revision Plan**. [ETA, MMS]  
\$\$
- L. Review survey's for the completed **Skill Connect Teacher Preparation Guide** and develop new guides to be completed by January 15, 2016. [ETA]
- M. **Review educational resources product pricing** and make the necessary adjustments to keep with current inflation rates based on the consumer price index. The new rates will be effective with the release of the fall 2016 Educational Resources catalog. Product Review Committee. [A&F]
- N. Explore **rental options of SkillsUSA property** as a possible source for additional earned income. [A&F]

## I. Accounting Practices and Controls

- A. Annually review and enhance **current purchasing processes** to ensure adequate controls and spending limits are in place. To be completed by August 31, 2016. [A&F]
- B. Annually review the **travel and entertainment policy** to prevent, detect and mitigate fraud and misuse. To be completed by August 31, 2016. [A&F]

## Macro Objective Six: Infrastructure Development

By 2016, SkillsUSA will successfully move its national conference to Louisville, Kentucky. Also, during FY15-16, SkillsUSA staffing will be reviewed to ensure the necessary talent is in place and prepared, and the technology infrastructure in place to achieve Vision 2020. Revise as necessary the existing SkillsUSA infrastructure plan to meet the needs and secure the resources of the organization. FY16 [Connect]

### I. Move to Louisville

- A. **Further preparation for NLSC move to Louisville.** Complete assembly of volunteer committee; engage additional support such as local photographers, blood center coordinator. Continued contact with news media to obtain advance coverage, public information offices for the education system, PR staff of area sponsors, Convention and Visitors Association and schools. By May 2016. [COM]
- B. **Continue to meet with Kentucky Department of Education and Louisville city officials to finalize the agency, volunteer and business and industry support for NLSC 2015 through 2020.** [ED]
- C. Work with conference management staff to obtain a secure location for processing **Louisville NLSC deposits**. By November 30, 2014. [A&F]
- D. Upon selection of the **official banking institution for the Louisville NLSC**, set up the necessary accounts and establish the relationships with banking personnel to ensure the fiscal responsibilities for the NLSC event are met. By November 30, 2014. [A&F]
- E. Manage the **conference transition team** to support the NLSC move to Kentucky in 2016. Ongoing through June 2016. [ETA and all departments]

- F. By June 2016, SkillsUSA will successfully move its NLSC to Louisville, KY by finalizing conference logistics related to activities and **programs managed by ETA**. [ETA]
- G. **Preparing for move to Louisville**. By June 2016, the Publications Office will successfully move its NLSC operations to Louisville, Ky. [COM]

*Tactics:*

- Determine whether **hotel rooms will have high-speed connections**, or find alternatives for Web uploads (winners' results, video coverage, etc.).
- **Local printing contacts** will be established for Awards and Recognition book and possibly program.
- **Changes to NLSC program** (such as print, electronic or mix; design) will be completed as requested by the conference manager and applicable staff.
- **Local maps** will be acquired and converted for publications (meeting rooms, hotel/attraction locations, bus stops, etc.).
- **SkillsUSA TECHSPO maps** will be designed.
- **Security of photo studio** will be assured (equipment locked up when unattended).
- **Determine location** for national officers' group portrait.
- Arrange for **one scouting trip** in advance for all the above locations in Louisville.

## II. Human Resources

- A. Continue to work with an external expert to analyze the organizational study and recommend succession strategies, alignment of staff and other resources to reach toward Vision 2020 goals. The analysis will assist SkillsUSA in determining the future organizational structure, the talents and skill sets required for positions, and make provisions for training if needed. Present a plan to the board that outlines future direction in all these areas. [ED, A&F, COM]
- B. Annually **review succession plans** for executive management and senior directors for needed revisions and updates. By August 31, 2016. [A&F]
- C. Annually review **individual continuity of operations plans** for needed revisions and updates. By August 31, 2016. [A&F and all departments]

## III. Department Activity

- A. Provide the following **services for internal and external customers** throughout FY16. \$
- Accounting/Financial services
  - Contract review services
  - Copyright/Trademark services
  - Human Resource management services
  - Office Operation services
  - Fulfillment services-emblematic and curriculum
  - Shipping and receiving services
  - Customer relations services
  - Center management services

- B. Continue to develop and execute **the capital improvement plan** as directed by the executive management team through 2020. [A&F] \$\$
- C. Review and revise the **current furniture, equipment and technology inventories** of all SkillsUSA property for additions, deletions, reporting and accuracy by the end of each fiscal year. [A&F]
- D. **Communications technology maintenance.** Continually maintain and upgrade software used in producing the magazine, website and other marketing materials (Macintosh systems). [COM]  
*Tactic:*
  - Budget for Adobe Creative Cloud licensing annually. Enroll by December 30, 2014.
- E. Initiate an annual staff wide **Fall cleanup campaign** centered around the major storage areas within the National Leadership Center to be completed by October 31, 2015. In addition, coordinate an annual staff-wide **Spring beautification project** to be completed by May 31, 2016. [A&F and all departments]
- F. Explore different options and develop a process to **stream line travel and entertainment reimbursement** as it relates to expense vouchers and VISA statements record keeping. To be completed prior to September 1, 2015. [A&F]
- G. Explore and implement an **instant messaging integration** using our current Microsoft Outlook program. To be completed prior to September 1, 2015. [A&F]

### **Macro Objective Seven: State Association Capacity and Support**

Assist and support state associations through an initiative to align state strategies with the national strategic plan and vision and reinforce the value of SkillsUSA in state and local education systems as an essential element of a quality CTE program. Introduce state plans by fall 2016. [Connect]

- A. Secure funding for a scalable state **strategic membership campaign that is customizable to meet individual state association needs** and connects the SkillsUSA talent pipeline to local workforce development needs. The program should include membership development best practices, staffing, materials and financial resources for state associations and national organization. Based on strategy, work in conjunction with BPD to secure funding for implementation of program by March 2016 and launch FY17. [MMS, BPD] \$\$
- B. Evaluate and update **State Directors Marketing, Conference Management and Recruitment Toolkit** to assist state directors in marketing SkillsUSA to business and industry, parents, teachers and school administrators by August 2016. [MMS]
- C. Based on test pilot locations, implement State Association Excellence Program by August 2016. [MMS]
- D. Research integration of Workforce Ready System web based content to skillsusa.org. IF this is not possible then transition content to wordpress or like entity to increase flexibility of updating information by August 2016. [MMS, COM]
- E. **Conduct board training and/or strategic planning workshops** in at least three states in FY16. Focus state strategic plans on state-level advocacy for CTE and SkillsUSA, membership services, recruitment and growth, fiscal integrity, marketing and alignment with the national strategic plan. [ED]

- F. **Provide states with the necessary resources and materials that assist them in building capacity** through aligning strategic objectives to the national strategic plan. The objective will ensure that one voice, one message is delivered across the entire organization therefore guaranteeing success of Vision 20/20. This objective will be accomplished through state implementation of the following six strategies:
- Membership Engagement, Advisor Training, Conference Management
  - Marketing
  - Business Partnerships
  - Advocacy
  - Financial Integrity
  - Governance
- Tactics:*
- Training on how to develop a Strategic Plan to be conducted during the State Association Directors Annual Professional Development and Training Conference
  - Create a proposal template and assist state directors in completing it so that they can seek sponsorship within their state for strategic plan initiatives
  - Secure \$10,000 from national sponsor to be used to award five states \$2,000 each based on a competitive strategic plan initiative proposal. [ED]
- G. Between September and March FY16, **establish a schedule to call each state association director** for individual conversations about the work and progress of each state association. Whenever possible, schedule calls prior to conferences and other major state activities. [ED]
- H. Throughout FY16, schedule **face-to-face visits and conference calls with state agency leaders** who have responsibility for the operation of SkillsUSA within their states (CTE directors and corporate members). Make at least five visits per year with the purpose of demonstrating the value of SkillsUSA as an integral component of the state educational system. Agenda topics will include SkillsUSA curricula for employability skills, assessments and credentials offered through SkillsUSA and student and instructor engagement in a structured SkillsUSA program. Use data on student performance and retention as part of the case for value. By August 2016. [ED]
- I. Support **state association directors by providing seven initiatives** (Mentoring, developing meeting agenda's, "Best" recognition program, State Director Certification, Officer Winter Meeting, August Professional Development Conference and State Certified Trainers) that will assist to develop quality state programs, grow membership and provide personal/professional development. By August 2016. [ETA] \$\$
- Tactic:*
- State Director certification revisions \$\$
- J. New Director Training - Plan, conduct and evaluate a comprehensive State Director Training **to include two New Director trainings** (one in August and one in mid-year). Investigate the need and feasibility of conducting an additional state director training to help transition from survival to growth states and align state initiatives with national goals. By August 2016. [ETA] \$\$
- Tactic:*
- Additional days for new Director training \$\$

## Goal Four: Advocacy

### Macro Objective Eight: Advocacy

Win, maintain and expand support of federal policymakers for career and technical education and for SkillsUSA. Assist state associations and chapters to win public **policymaker support**. Staff, board, YDF and students and instructors members will make 110 visits to or two-way communications with federal agencies and congressional offices in FY16. [Lead and Connect]

- A. To help the field secure **Perkins reauthorization and additional federal support**, continue to build relationships with the federal administration and Congress including continued CTSO support. Work includes invitations of administration officials to national SkillsUSA events. In addition, post advocacy tools developed by NASDCTEc, ACTE and other coalition members on the SkillsUSA website or advocacy site as appropriate. When needed, traffic driven to site through Active Advisor News, Executive Update and other publications. By August 2016. [ED, Government relations Designee, COM]
- B. **Assist executive director and his designee as needed with government relations**, as determined in the final draft of the strategic plan. [COM, ED]
- C. Deliver new and continually updated tools and opportunities for members and sponsors to advocate for SkillsUSA and CTE. Congressional alerts and regular communications to members will use our advocacy website. In addition, assist executive director and his designee in communicating with federal officials, governors and state superintendents of education news on SkillsUSA medalists and Skill Point recipients and create backgrounders/talking points annually for use with Congress. [ED, COM]
- D. **Refresh advocacy site** at least twice annually. Send communications to advisors at least monthly during the school year (or as determined by the communications plan developed in FY 15). Send alerts as needed. Through August 2015. [COM, ED]
- E. Conduct at least 110 face-to-face visits and other two-way **communications with Congress and the administration** during WLTI, SkillsUSA WorldTeam and other activities. August 2016. [ED, government relations designee, COM and other departments]
- F. Plan, implement and evaluate **bimonthly Administrator/Counselor Newsletter** focused on peer to peer communications that advocates the business case for SkillsUSA beginning **September 2016**. [MMS, COM, ED, ETA] \$\$
- G. **Travel as SkillsUSA Chief Ambassador** to support state associations through state association visits, conference presentations and governance training in a minimum of eight states during FY16. [ED]
- H. **Serve as a federal-level advocate** for SkillsUSA and CTE through participation on at least one federal CTE panel or board and at least eight federal-level meetings that support career and technical education funding operation during FY16. [ED]

### Macro Objective Nine: Skills Gap Focus including STEM

SkillsUSA will promote our programs and services as STEM-related and as a solution to address the skills gap. We will engage B&I partners, education and government leaders, state association

directors, advisors and administrators in recognition of the work SkillsUSA is doing in STEM education. We will develop messaging and our case for industry support around the skills gap. SkillsUSA will participate in at least six skills gap events to showcase our skills gap solution efforts and STEM connections. [Lead and Connect]

- H. Implement an **elementary school program** focused on STEM and leadership activities that introduces SkillsUSA to children and their parents and provides an avenue for SkillsUSA members to mentor younger students by August 2016 for launch in FY16. [MMS, ETA, COM] \$\$
- I. Create **Career Connections Kit** by cluster that will introduce students to STEM businesses and is specifically focused on work environment, salaries, skills needed and promotional paths by August 2016. [MMS, ETA, COM, BPD] \$\$
- J. The executive director will participate in at least three national STEM focused conferences during FY16. [ED]
- K. Working with other departments, develop a **portable presentation** that demonstrates how SkillsUSA serves as a solution to the Skills Gap and how we connect directly to STEM education **September 2016**. [ED]
- L. **Team Engineering Challenge demo contest will take place June 2015 FY16 review potential new, STEM-related Middle School contests and approve/include if contest costs covered.** [BPD]
- M. **Collaborate with MMS, ETA and ED to develop organization-wide STEM strategy and execution plan** [BPD]
- N. Create **STEM fund** with a goal of reaching \$250K. [BPD]
- O. **Funding for middle school STEM-related demo contest**, NLSC in June 2016. Committee and Program plan in place by March 2016. [BPD]
- P. **Revenue to support purchase of or in-kind donation of hardware (smart TVs/digital monitors and laptop computers) for six career clusters at 2015 Championships to demonstrate application of STEM principles in NLSC contests. Continue in FY16 – working volunteer committee in place.** [BPD]
- Q. **CHAMPIONSHIPS: By 2020 all technical and occupational skills contests will include a standardized professional development contest component.** [BPD]
- R. **Research/data to demonstrate STEM as an important piece of CTE education**, ex: we know that 2/3 of our existing 99 contests are STEM-related. By September 2016. [BPD]
- S. Revenue for consultant fees to assist in the establishment of messaging to clearly articulate **SkillsUSA's/CTE inter-relation to STEM education**. Strategy /plan to launch STEM Fund. By September 2016. [BPD]