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**Case Study**

**Background**

The current Executive Director of a State Association of Career and Technical Education has given notice of retirement. Unfortunately, the funds are not available to replace the Executive Director, so the association will move forward without a director. In addition to not replacing the Executive Director, the funds that were originally allocated to the salary will not be available to the association.

Given this situation, please respond to the following questions:

1. **Mission, Goals, and Objectives (Provide sample of mission statement, goals & objectives)**

*An association should have a current, clear, and positive mission statement, goals, and objectives. The association should be able to demonstrate how it presently fulfills its mission and meets its goals and general objectives as articulated in its strategic plan (long range plan). It should be able to show how it plans to achieve its general and specific objectives in the future.*

1. How will this affect the mission of the association?
2. Should the mission be changed? If not, please explain why not. If so, explain how it should be changed and identify who is responsible for changing it.
3. Should goals and objectives be modified? If not, please explain why not. If so, explain how they should be changed and identify who is responsible for changing them.
4. **Governing Body, Officers, and Directors**

*The governing body of an association represents major interests of the membership. Provision for periodic rotation of officers and directors is desirable. The roles of the officers and directors should be clearly defined and the manner in which they are fulfilling their functions demonstrated. Formal orientation procedures for governing body members should be in place and regularly conducted.*

1. Will this change the interaction with the association’s governing body?
2. Will this change officer duties and responsibilities? If not, please explain why not. If so, please explain how they will change and how these changes will be addressed.
3. **Organizational Structure and Documents (Provide sample copy of bylaws for participants)**

*The association should have Articles of Incorporation/Association and bylaws and demonstrate that it operates in conformance with federal and state laws. It should show that all pertinent documents are periodically reviewed, are consistent with one another, revised when necessary, and that the association’s organizational design and operations are in keeping with its constitution and bylaws or equivalent documents.*

1. How will this change impact the organizational structure of the association?
2. Explain what organizational documents (such as bylaws, constitution, officer duties, etc.) will need to be modified and how these changes will be made.
3. **Programs, Services, and Activities**

*There should be evidence that the association’s programs, services, and activities meet member and other targeted groups’ needs; are formally planned, funded, coordinated, implemented, monitored, and evaluated; and that sufficient human resources are available to implement, maintain and evaluate these programs, services, and activities.*

1. How can the association address the reduction in available personnel to plan and coordinate programs, services, and activities?
2. How can the association prioritize the programs, services, and activities offered to maximize the reduction in funding?
3. **Financial Planning and Reporting**

*Financial planning should relate directly to the association’s strategic plan and programming. The association should have realistic plans for developing income and controlling costs. It should present evidence of fiscal controls, a full-disclosure reporting system, and an annual audit.*

1. What impact will this have on allocation of funds?
2. How will the delegation of required fiscal reporting and auditing be managed by volunteers?
3. **Membership Development and Retention**

*An association should demonstrate that its current membership/potential membership ratio is reasonable. It should have an effective and continuing program of membership retention and recruitment.*

1. Funding cuts can portray a negative image for the association, so how can the association retain the current membership level?
2. How can it increase it?
3. **Communications**

*An association should demonstrate that its external and internal communications are commensurate with membership needs, that they address the various audiences (publics) that influence the goals and objectives of the organization, and that the association utilizes technology as appropriate.*

1. What type of communication traditionally comes from the office of an association’s Executive Director?
2. How will the communication role of the Executive Director be absorbed into the association’s officers?
3. **Public Policy**

*The association should demonstrate that it has established a list of clearly defined issues which are monitored regularly through analysis and reporting, and should communicate findings to the members and the outside public in a timely way. The association should show that there is adequate funding for a public policy program at all levels, that it is successful in gaining access to key decision makers, and that it has shown success in achieving its goals.*

1. What type of issues should be monitored regularly?
2. How will this task be absorbed into the association’s officers?
3. **Association Operations**

*An association should have in place a workforce and systems to effectively operate the organization. The size, skills and reporting relationships of the volunteer workforce or staff are directly related to the scope of services provided by the association. If paid staff is utilized, there must be evidence of stability in staff, a clear organizational structure, and appropriate personnel practices. The association should demonstrate that it has in place a cohesive office automation plan, taking into account current, as well as anticipated, future needs. Such a plan should include provisions for database management, accounting, and telecommunications, and must be appropriate for the size and scope of operation. Additionally, system procedures should be fully documented and secure from unauthorized access.*

1. What operations must be maintained by the association?
2. How will those operations be maintained?