

*NATIONAL COUNCIL ON
FAMILY RELATIONS*



Revisions to the
STRATEGIC PLAN

July 1990

(Note: Pages 1-8 had no revisions, therefore, please add your original pages to these corrections.)

Introduction

The National Council on Family Relations (NCFR) was founded in 1938 to assist in coordinating the multidisciplinary activities of persons studying American family life. Since then, NCFR has continued its work toward this goal through programming, including conferences, publications and the delivery of other educational resources and events.

NCFR's programs and structure have been studied and modified over the years. Most recently, a Strategic Planning Committee of the Board of Directors, appointed in January, 1987, concluded its study with a report to the full Board in November, 1988.

The Committee identified then that NCFR "seems to lack an overarching set of objectives and plan of action to set the direction for NCFR for the present and future; that is, a framework to allow the Board and staff to make intelligent choices and decisions about the utilization of human and fiscal resources in the present and the commitment of such resources for future initiatives."

The Committee recommended that the Board engage the services of a consultant for assistance in completing this strategic planning. In August, 1989, the Board engaged the services of The Stevens Group for this purpose. The strategic plan which follows below is derived from the process which resulted from that committee recommendation. In the spring of 1989, the Board approved The Stevens Group as the consultant.

The Stevens Group was engaged to assist NCFR in accomplishing three specific objectives:

1. Clarify the mission and goals of NCFR
2. Provide feedback and recommendations on four major problem areas, as follows:

- Recruitment and retention of members
- Financial instability
- Organizational structure
- Public policy outreach

3. Provide an intervention plan and timetable

We have accomplished these objectives through our work with NCFR's Board and staff, in the following ways:

1. We attended and worked with the joint 1988-89 and 1989-90 Boards of Directors at their annual conference in New Orleans on November 4, 1989.
2. We have received, considered and responded to individual communications from Board members and other interested people on an ongoing basis.
3. We have met and worked with the newly appointed Strategic Planning Committee of the Board for a total of one and one-half days, on two occasions: January 20, 1990, and March 11, 12, 1990.

The members of this committee include: Jan Hogan, Lynda Walters, Harlan London, Tony Jurich, Karen Polonko and Mary Jo Czaplewski.

4. We have met with all members of the NCFR staff to receive their input and comments. This has been followed by significant effort and detailed work by the staff, especially in performing financial analysis for the plan.

In addition, members of the committee have done independent research throughout the process, including engaging in detailed discussions with many past and present Board members.

In doing our work, we took NCFR as we found it. We made the assumption that decisions previously made had been made with the best information available at the time, on the basis of the best possible judgement.

Present Position

Mission

The Board of Directors of NCFR has never formally adopted a statement of mission. Instead, NCFR has operated in

accordance with the various permitted objectives, as set forth in Article II of its Constitution and Bylaws:

"The objectives of the NCFR are to provide opportunities for individuals, organized groups, and agencies interested in family life to: 1) plan and act together on concerns relevant to all forms of marriage and family relationships; 2) establish professional standards; 3) promote and coordinate efforts in education and therapy; 4) encourage research; 5) disseminate information; 6) further effective social action to strengthen family well being."

Organization Values and Goals

At its meeting on November 4, 1989, the NCFR Board of Directors discussed values and goals as applied to particular NCFR organization components. Their thoughts are summarized as follows:

Programs:

1. Provide high quality, effective services, which are useful to our target groups. This may mean being on the "cutting edge."
2. Ensure that journals remain high quality: be skeptical of them.
3. Integrate theory, research and practice.
4. Provide a system for effective evaluation of our programs.
5. Be diverse. Build an opportunity for student input.

Board of Directors:

1. Operate effectively and in a business-like manner.
2. Restructure the Board. Make information exchange easier and more efficient. This may mean reducing the size of the Board and having more committee work between meetings.
3. Ensure that the Board serves a useful purpose relative to policy issues. The Board should not be involved in small decisions.
4. Ensure that Board decisions relative to programs are made on the basis of complete information, including financial.

Administration:

1. Clarify the staff's relationship to the Board.
2. Ensure that we employ a professional staff, appropriate to their roles, and that we pay them sufficiently.
3. Ensure continued clear communication with all segments of the organization.
4. Ensure that we get an adequate computer system.

Finances:

1. Enhance the role of the Finance Committee.
2. Alleviate the deficit.
3. Develop a new initiatives development fund.
4. Ensure that Sections pay for their services.
5. Operate with a balanced budget. This may mean requiring each program to operate with a balanced budget. It may mean letting the journals subsidize other programs.

Image and Visibility

1. Achieve continuity of self-perception and community perception.
2. "When people think families, they think NCFR."
3. Achieve balance in membership and broader visibility, appeal.
4. Be seen as state of the art.
5. Improve our efforts and focus in the public policy world.

Strengths and Weaknesses

NCFR's strengths and weaknesses have been analyzed numerous times over the years. The following summary of these is in accordance with the spirit of the views expressed by the Board of Directors at our meeting in November, 1989, as well as those reflected by the 1988 Strategic Planning Committee:

Strengths

- diversity in membership
- broad audience appeal
- broad structure (opportunity for grass roots input)
- historical credibility (especially deriving from journals)

Weaknesses

- fragile financial health
- reactive, as opposed to proactive posture of the organization
- underrepresentation of minorities in staff, membership and leadership positions
- organizational tension, such as between sections and Board, association councils and national, and between staff and members
- proliferation of initiatives, such as FRD and CFLE, without adequate resources to bring them to full potential
- stratification in membership, making practitioner/academician divisions more difficult to bridge
- expense of administration
- difficulty in finding and implementing continuity in program focus
- ineffective process of organization problem-solving and decision-making or in implementation of decisions

Taken together, these comments permit an understanding of the tensions working within NCFR today. In fact, its program related strengths relative to diversity have been the cause of many of the weaknesses relative to cost, size and bulk of structure and administration. NCFR needs to understand how to harness its strengths more efficiently.

This problem is illustrated by Diagram A below, depicting an organization in which resources, programs and structure are in balance in support of the mission. Compare it to Diagram B, which depicts the current unbalanced position of NCFR. Note the extent to which, in this case, the mission is diminished because the organization's resources are insufficient to support its large structure and program positions.

DIAGRAM A

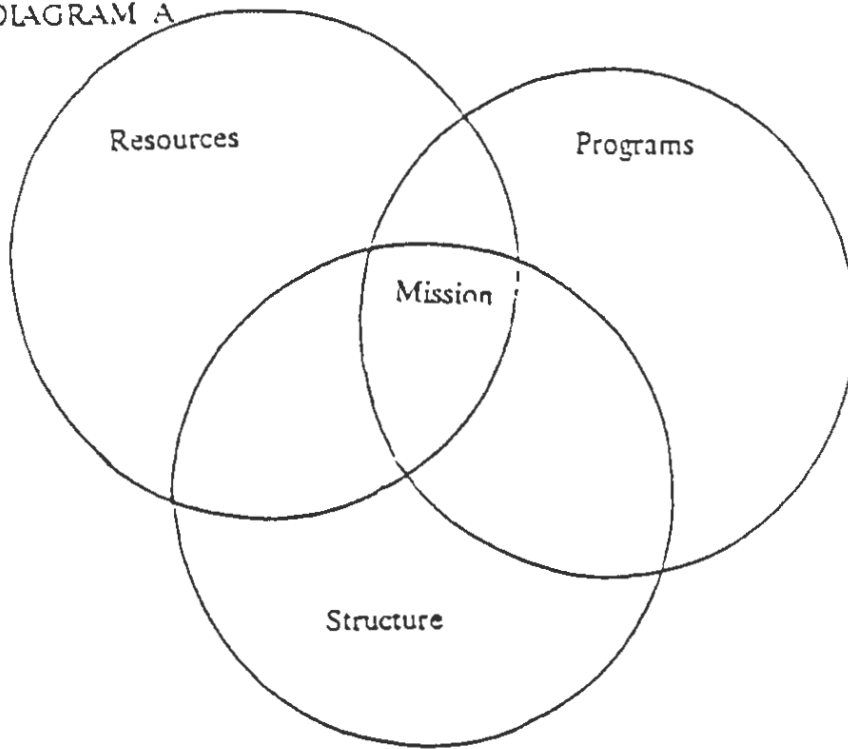
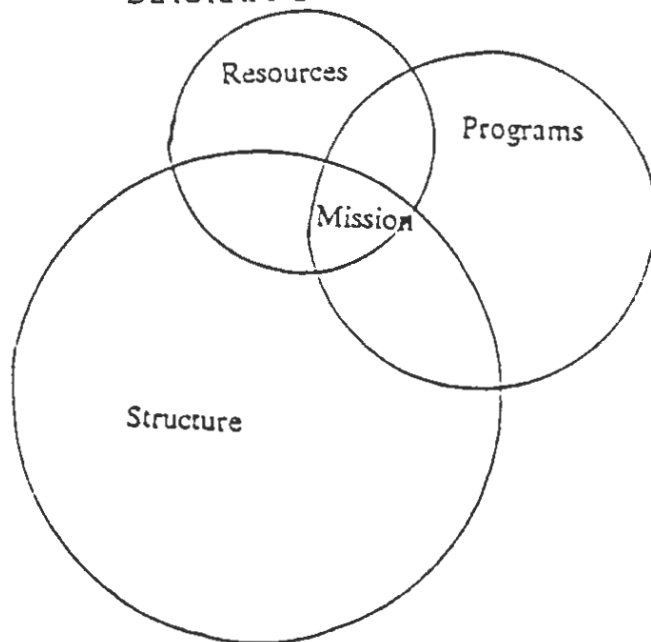


DIAGRAM B



The Strategic Planning Process

Consideration of these specific expressions of values and goals, as well as concern over the need to confirm NCFR's strengths, while working toward correcting its areas of weakness, challenged and informed the strategic planning process and formed the basis for the Committee's work.

As the result, they adopted the following set of overriding values to control their planning decisions:

1. Excellence. High product quality will ultimately result in credibility with audiences. This means quality over quantity.
2. Financial stability.
3. Respect for diversity in audiences and views.
4. Push for long term organization stability, even at the expense of some short term pain.
5. Integration, continuity and efficiency within all parts of the organization:
 - Programs integrated with structure.
 - Functional units integrated within the structure: administration, Board of Directors, committees, sections, Association of Councils.
 - Programs integrated with well-defined, targeted audiences.
6. Appreciation of the multidisciplinary approach of NCFR's products and services.

This decision then guided the Committee to take special care to do the following:

1. Ensure the inclusion of diverse views in the planning process.
2. Make appropriate decisions about "big picture" items:
 - Continuing applicability of the statements of purpose from the Bylaws
 - NCFR target audiences
 - Positioning with target audiences
 - Values related to service delivery and programming (excellence)
 - The appropriate role of structure in accomplishing NCFR goals.
3. Tie "big picture" decisions to "small picture" decisions, making sure that these are "in synch".

4. Make enough appropriate decisions about "small picture" items to deliver a practical plan:

- Approach to market and audiences
- Ongoing communications and visibility issues
- Issues specific to programming: which programs to keep; which should go; rationale
- Issues specific to the financial picture: financial models for programs and the entire organization; financial criteria for future decisions
- Timelines for implementation of plan components.

5. Set up enough procedural/structural mechanisms to enable initial and ongoing implementation of the plan:

- Criteria for ongoing use in making programming decisions
- Criteria for ongoing use in making structural decisions
- Procedures for making decisions: involvement by whom, who makes the final decision
- Sufficient flexibility to allow appropriate long-term decision-making.

6. Tie structural and procedural decisions to program decisions, making sure there is no conflict between them.

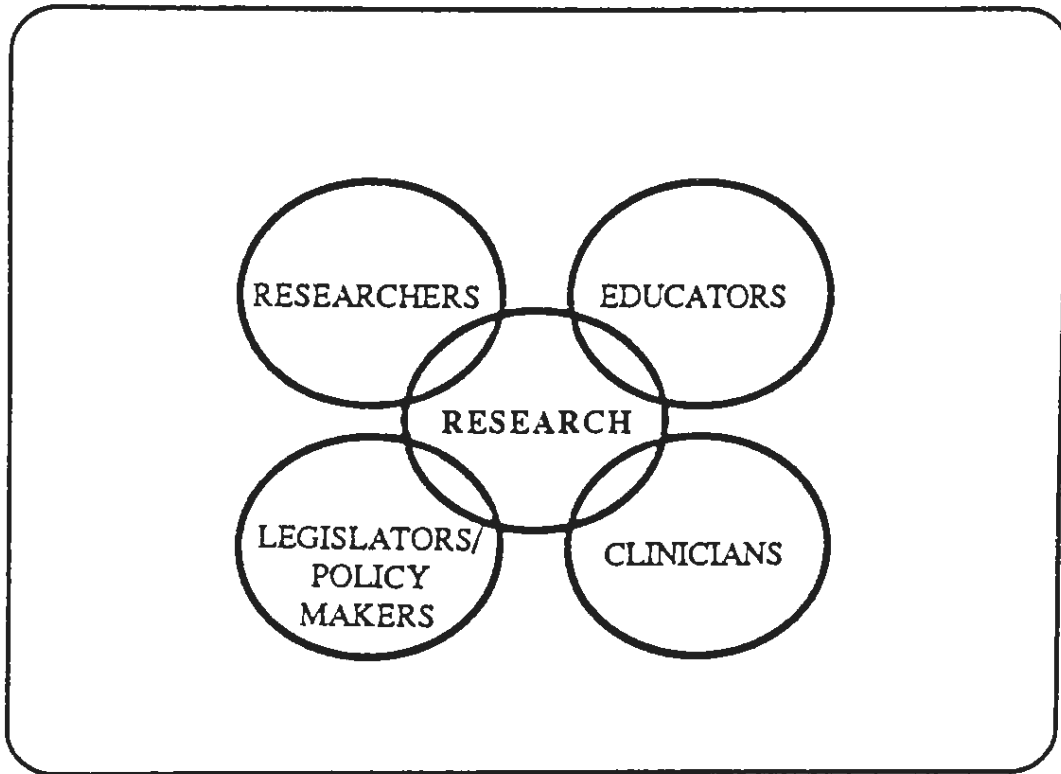
Strategic Plan

Mission and Organization Model

The following organization model identifies NCFR's target audiences and the relationships among them. It will guide the activities of NCFR for the next three years. Note that:

1. The primary focus for NCFR is research on family.
2. Principal target audiences, shown in connected circles, are researchers, educators, clinicians, and policy makers. They will meet the following criteria:
 - College educated
 - Professionally focused on family issues
 - Deliverers of services and/or education to families

- College educated
- Professionally focused on family issues
- Deliverers of services and/or education to families
- Self-identified primary mission as hands-on service and/or education and secondary mission as research.



Examples of members of these audiences include:

Educators: home economics extension educators, family life and health educators, trainers in social service agencies.

Therapists: marriage and family therapists, family psychologists, clinical social workers.

Organization decisions for NCFR which will hinge on this model relate to prioritization of activities and allocation of resources. Under this model, NCFR will accomplish selected objectives from its Constitution and Bylaws by:

1. Seeking to be the primary professional organization which encourages research, gathers and disseminates excellent research information to support scholarly research on families.

2. Seeking to provide excellent research to practitioners meeting defined criteria (see above) in formats useful to them. NCFR is willing to function as the secondary professional organization in support of this group.

NCFR Programs

NCFR presently provides services to its constituents through nine separate programs, including: Membership, JMF, FR, FRD, Public Policy, Media Awards Competition, Annual Conference, CFLE and Other Printed Materials. Of these, only Media Awards Competition remains unchanged within the strategic plan.

The following is a statement of the essential issues relative to each of the other programs, together with a description of the changes which will occur within them over the next three years. These changes are summarized in the Implementation Work Plan included in Appendix A. The work plan also describes required time frames and responsible groups.

Publications

The publications are the primary devices by which NCFR communicates with its audiences. Of these, the journals are the most visible, the most closely identified with NCFR's image and purpose and reach the broadest audiences. For the future, the following broad decisions will guide publications programming:

1. The 1990 and 1991 Publications Committees of the Board of Directors will take responsibility, working with staff, to ensure that the objectives of the strategic plan are carried out. They will accomplish the activities outlined in the work plan within the defined time frames. All of the activities relative to publications will be completed by the 1991 Committee, except those relating to IMFL.
2. Each of the publications of NCFR will meet concrete standards of excellence in substance, with the result that they gradually will become more appealing to their intended audiences and more prestigious in their fields. The Publications Committee will ensure that this occurs, by finding practical applications for the guidelines for excellence included in this plan.
3. Publications other than the journals will be undertaken or continued only on the basis of a defined process and criteria to be identified by the Publications Committee by the end of 1990. These criteria will ensure:

- Excellence of the product.
- Defined audience for the product, within the audience model adopted in this plan.
- Financial responsibility for the product, requiring that it either (1) break even; or (2) be subsidized by an identified source which is agreed to by the Executive Committee.

Specific decisions relative to NCFR publications are set forth below.

Journal of Marriage and the Family (JMF)

1. JMF is the targeted journal for college and university researchers. As such, it is NCFR's premier scholarly publication. It seeks to be the most prestigious research journal relative to family issues.
2. JMF is excellent now. Its continued excellence will be ensured by:
 - A priority focus on the inclusion of cutting-edge research and theory for family field researchers.
 - An editor, editorial board and staff with the appropriate professional background to enable competent review of the diverse range of papers submitted.
 - An editor or associate editor with strong professional grounding in research methods.
 - A defined process to be adopted by the Publications Committee for selection of future editors and editorial board members. See the proposed format and criteria included in Appendix J.
3. JMF is profitable for NCFR now. It will become more profitable with improved marketing to increase circulation and advertising revenue. Increase in circulation will also lead to increased visibility and prestige for JMF.

Improved marketing efforts will be provided with the addition of NCFR's new Marketing Director as of January 1, 1991. The Marketing Director will work closely with the Publications Committee to implement that Committee's conceptual marketing plan.

Family Relations (FR)

1. FR is the targeted journal for family field practitioners. It seeks to be well known for its substantive excellence and usefulness to the targeted audiences.
2. FR will be reformatted. An implementation plan for the new format will be developed by the Publications Committee. Any changes of format of FR will be made on the basis of a survey of the target audiences which the committee will supervise during 1990.

The first issue with the new format will be published as of January, 1993. Subject to information generated by the survey, the new format for FR may follow the examples given here:

Examples:

- May be planned and published by an editor who is an NCFR staff member. That employee would come from a journalism background, with some family-related professional experience. That employee would be supervised both by the Executive Director and by an Editorial Board, which would have general responsibility for issue content.
 - May be formatted as a shortened publication (about 50 pages per issue), published quarterly, with information delivered in bulleted paragraphs instead of traditional text (for example, as in NCFR's publication 2001.)
 - May deliver synthesized cutting-edge research especially formatted for family practitioners, with five to seven components/articles addressing the topic. Each issue would be prepared with the assistance of a guest editor selected for his or her substantive knowledge of the topic. Guest editors would be selected by the FR Editorial Board. Submissions would be solicited, and the publication in its entirety submitted to peer review.
3. FR's circulation will be increased. This will be accomplished by the work of NCFR's Marketing Director, beginning January 1, 1991, in coordination with the Publications Committee.

The Publications Committee and the Marketing Director will jointly design a marketing plan and materials to publicize the reformatted FR as of 1993. They will also work toward increasing the circulation of FR in its

present form, by targeting family practitioner audiences identified in this Plan.

4. The reformatted FR will be useful as well as a public policy and general public relations vehicle for NCFR.

These changes intended for FR will bring it into line with the values which have controlled the strategic planning process, because they result in:

- Greater likelihood that, on an ongoing basis, we will publish a product which is a report of research and substantively excellent, while geared closely to the needs of the intended audience.
- A less expensive and more versatile product.

Other Publications

1. Publications other than JMF and FR must meet careful criteria for acceptance or continuation, as set forth under "Publications" above.
2. IMFL is an "other publication" within the scope of this plan.

During the remainder of 1990, the Publications Committee will review it and decide whether to retain IMFL as a publication of NCFR beyond January 1, 1991.

Family Resources Database (FRD)

FRD conflicts with the overriding values which inform this strategic plan in a number of ways:

1. Its quality is not excellent, nor could it become excellent without a significant expenditure of organization resources.
2. It operates at a significant financial loss.
3. It provides very little visibility for NCFR with our target audiences. What visibility it does provide may further a negative image.
4. Although it is one means of accomplishing NCFR's primary purpose of information dissemination, it is an extraneous means. The journals and the Annual Conference are better positioned to accomplish that objective effectively. In addition, numerous competing resources reach FRD's target audiences more successfully.

Accordingly, FRD will cease to be a program of NCFR as of January 1, 1991.

Certified Family Life Education (CFLE)

NCFR supports and will continue to seek to influence family life education at all levels. We commit in this plan to an outreach program designed to accomplish this purpose, under the following guidelines:

1. The new program will be known as "Family Life Education" (FLE). On the basis of a defined timetable beginning Nov., 1990, it will replace NCFR's existing CFLE program.
2. FLE will be designed by the new Family Life Education Committee, to be appointed by the President of the Board of Directors as of November, 1990. Members of the Committee shall consist of:
 - The Vice President of Public Policy of the Board of Directors
 - One member from the NCFR Education and Enrichment Section
 - One member from the NCFR Family Action Section
 - Two public members.
3. Within FLE, NCFR will:
 - Develop/finalize a set of guidelines for family life education curriculum.
 - Distribute these guidelines to targeted audiences, including colleges and universities and local, state and federal lawmakers.
 - Make available a verification service relative to curriculum: review individualized curriculum and verify in writing that it conforms to NCFR guidelines.
4. NCFR will continue to receive CFLE applications until April, 1991, with the last application review completed as of July, 1991.
5. NCFR will continue to recertify existing CFLE's for five years after certification. The last recertification will expire as of 1996.
6. It is intended that the curriculum guidelines and FLE will be useful as public policy vehicles.

These changes will bring the conceptual base upon which CFLE is founded into line with NCFR's future direction by:

- Enabling NCFR to deliver a product which will be both useful and meaningful to its audiences, and manageable for the organization.
- Enabling NCFR to control the quality of its product, as well as its cost of delivery.
- Enabling NCFR more easily to select and target audiences for its product.
- Enabling NCFR to integrate its purposes in a workable format, which is useful in more than one way. Under FLE, NCFR is able to influence both ongoing education and public policy processes with the same product.

Public Policy

NCFR is committed to seeking to influence public policy in the future through efforts best calculated to be effective. Responsibility for ensuring this on an ongoing basis is entrusted to the Vice President of Public Policy of the Board of Directors, who, during 1990 and 1991, will develop a proposed public policy plan for submission to the full Board in 1991. All public policy initiatives will be carried out by the 1991 Public Policy Committee.

Among other initiatives to be included in the public policy plan will be the following:

1. Review coalition memberships (COFO) and subscriptions currently in effect to keep abreast of political issues. Keep or enhance them within the budgets included as part of this plan.
2. Recognizing and respecting the diversity in views among NCFR's membership, inform the political processes by delivering FR, FLE materials and other standard NCFR written materials to legislators. Do this with the objective of encouraging policy makers to think "research" and NCFR when acting on policy relevant to families. Do this in coordination with NCFR's representatives in Washington, D.C.
3. As possible, provide information and assistance to NCFR members who wish to participate in public policy processes.

The Public Policy Vice President should coordinate with both the Publications Committee and the FLE Committee in preparing the plan.

Annual Conference

NCFR's Annual Conference is the program activity offering it the most visibility after the journals. It must reflect in every way the future thrust of the organization. This means:

- Excellence in presentations
- Emphasis on presentations designed for researchers
- Integration and continuity
- Marketing emphasis and financial stability.

The process of ensuring the achievement of these goals for future conferences will take form in 1990, as follows:

1. In June, 1990, the Program Vice President-Elect of the Board of Directors will appoint a Program Committee to plan the 1991 conference.

The Committee will consist of six members in addition to the Vice President, including the NCFR staff member assigned to conference planning. The Vice President will fill the five member slots by soliciting nominations from section chairs and making final selections him/herself.

2. The functions of the Program Committee will include:

- Developing a proposed new procedure, format and criteria for selection of papers to be presented at the conference.
- Identifying, together with section chairs, an appropriate process for review of papers within sections, to ensure uniform application of standards of excellence.
- Receiving paper recommendations from section chairs and making final selections on the basis of standardized criteria designed to produce the largest quantity of excellent presentations.
- Ensuring that all presenters are presenting research of excellent quality, including an evaluation process.
- Reviewing and deciding upon section recommendations for distinguished lecturers.

3. Enhanced marketing efforts for 1991 and future annual conferences will be the responsibility of NCFR's Director of Marketing, starting January, 1991.

Membership

Over the last number of years, NCFR has experienced a decrease in membership. This is a serious problem, both because it results in decreased ability to attract prestigious research for publications and the annual meeting, and because of corresponding drops in income resulting from all program activities.

Programming initiatives included within this plan are intended to correct this problem by:

1. Ensuring that NCFR delivers programs designed to meet the needs of targeted membership audiences.
2. Building the credibility and prestige of all NCFR activities within college and university communities.
3. Providing mechanisms to ensure that NCFR builds and maintains adequate resources to continue to provide excellent products in the future.
4. Providing mechanisms for ongoing review and updating of significant organization decisions.

Additional initiatives relative to the membership structure are intended to streamline organization costs and ensure that we maximize the potential for new memberships. These apply to the Association of Councils beginning in April, 1990, as follows:

1. Members of Association of Councils must be members of NCFR.
2. Association of Councils must have a minimum of 25 NCFR members. At the end of any year in which a Council has less than 25 members, it will cease to be recognized by NCFR.
3. Councils will reimburse NCFR for any direct costs incurred, including an annual fee for administrative costs.
4. Upon approval by NCFR's membership in June, 1990, NCFR will cease to rebate membership fees to Association of Councils. These fees will revert to NCFR's general operating budget.

Finally, NCFR adopts the following membership fee structure as of April, 1990, effective with September, 1990, membership renewals:

Dues Structure:

1. Individual members
 - \$80.00 per year
 - Receive one journal of choice with membership
 - The second journal is available at a cost of \$15.00 per year.
2. Student, retired, part-time members
 - \$45.00 per year dues for students
 - \$50.00 per year dues for retired, part-time members
 - Receive one journal of choice with membership
 - The second journal is available at a cost of \$15.00 per year
 - In addition, students will pay \$5.00 if they desire to be included in the new "student/new professionals" section.
3. Organization members (no change)
 - \$110.00 per year
 - Receive both journals with membership
4. Second Family Member - Remove the category entirely

NCFR Structure

As NCFR has grown over the years, its structure has become increasingly bulky, and organization decision-making correspondingly less effective.

The strategic plan takes the following steps, effective in 1990, to correct these problems. These steps are more fully described in Appendices G and I:

Board of Directors

1. Forms a new, more powerful Executive Committee, consisting entirely of officers elected by the full membership of NCFR, to act as:
 - A funnel for communications to the Board of Directors.
 - A decision-making body for Board level decisions when the Board is not in session.

- A vehicle for reviewing new ideas and for re-reviewing old ideas.
- 2. Deletes the following positions: the office of Membership Vice President, the Association of Councils President-elect and the student/new professionals members.
- 3. Deletes the Membership Committee of the Board of Directors.
- 4. Recommends that students and new professionals form a section, giving them a standard structural and Board position within NCFR.
- 5. Establishes a new standing committee of the Board of Directors to represent the interests of women and minorities in all of the activities of NCFR: The Affirmation of Women and Minorities Committee. This Committee shall be represented on the Board of Directors by its current Chair.

Sections and Focus Groups

Beginning in April, 1990, sections and focus groups will operate as follows:

1. Focus groups will exist only as subgroups of sections. Any focus group not attached to a section will cease to exist.
2. Focus group members will pay NCFR and section dues. They will submit an annual financial accounting to their section chair with a membership list and disband in any year in which there are not 15 current members.
3. Each section will submit an annual financial accounting to the NCFR Executive Director, including focus group information.
4. Students and new professionals will form a section and function according to standard section guidelines. They will be entitled to a business meeting time and place at the annual conference, beginning in November, 1990.

Workshops

As of April, 1990, the following guidelines will apply to the Theory, Construction and Research Methodology Workshop (TCRMW) and other workshops sponsored by NCFR:

1. TCRMW is recognized as representing the kind of excellence in research that NCFR seeks to promote in all

of its programming. TCRMW is viewed as a model for other workshops.

2. Beginning with preparation for the 1991 annual conference, workshops will be required to submit multi-year proposals, for up to five years, to the Executive Committee, in order to be entitled to operate at the November conference. The Executive Committee will produce standard guidelines for the co-sponsorship of workshops by NCFR.

Workshop proposals must be submitted by the April preceding the annual conference and include:

- Fee structure for the workshop, which includes member and non-member rates
 - A detailed financial projection that the workshop will at least break even
 - A timeline for the projected life of the workshop
3. Workshops which will not break even because of too small a registration by two weeks before the annual conference will be cancelled.
 4. Each workshop will submit a final accounting to the Executive Director by February of the year following the annual conference when it met. Workshops will be responsible for covering their direct costs to NCFR. Workshop budgets will appear annually as a part of the NCFR general operating budget.

Financial Implications of the Strategic Plan

The strategic plan has been constructed as a vehicle for meeting numerous organizational needs of NCFR. Among these is the need to achieve financial stability. The plan seeks broadly to address this through its overall efforts to build a stronger organization, with a more secure reputation and membership base.

It seeks specifically to bring about financial stability by building in vehicles for both increasing income and reducing expenses:

1. Programs which have been unable to generate income or, at least, to break even over a long term have been modified or eliminated.
2. The need for a full time Director of Marketing for NCFR has been recognized and addressed. The plan calls for the addition of that staff position as of January, 1991.

Funds have been allocated for an appropriate executive search in 1990. Income has been attributed to the efforts of the person over the full course of the plan.

In addition, funds have been allocated each year to cover marketing expenses.

3. FR has been modified to enable it to be produced less expensively, while being correspondingly more useful. NCFR's new computer system will be of use in producing that publication, starting in 1992.

Appendices B through F are budgets for 1990, 1991 and 1992, detailing these financial implications of the plan. Each Appendix separately lists the assumptions upon which it is based. In addition, Appendix H is a set of Staffing Summaries detailing the NCFR staff which will be in place in each year under the plan.

Note that:

1. Comparing Appendix B, the 1990 budget before strategic planning, with Appendix C, the budget after planning, the year-end profit is about \$9500 less after the plan than before. This is due to start-up costs in implementing the plan. This trend continues into 1991 under the plan (Appendix E.)

The result of these two years under the plan will be an increase in NCFR's deficit, raising it to approximately \$105,000.

2. This situation takes a decidedly better turn in 1992 under the plan, when NCFR makes a profit and can reduce the deficit by about \$31,400. This increase illustrates the planned trend for the future, when the organization will return to normal good financial health, based on sound programming and management practices.

Conclusion

Within this strategic plan, NCFR achieves success in confronting the serious issues with which it is presently faced. The plan is a bold and dramatic move for the 1990's, designed to carry the organization to a place of solid ground and reputation. It is the right step.

APPENDIX A

Revised Implementation Calender
7/15/90

NATIONAL COUNCIL ON FAMILY RELATIONS
IMPLEMENTATION WORK PLAN FOR ADDITIONS/CHANGES TO PROGRAMS AND STRUCTURE

Revised Version 7/10/90

Programs	Activity (1)	When	Who (2)
A. Journals JMF	1. Recommend structured procedure to ensure excellence of product on a long term basis 2. Recommend structured procedure for selection of editor 3. Develop conceptual marketing plan 4. Oversee implementation of marketing plan	1. Apr. 1991 2. Apr. 1991 3. Beg. Nov. 1990 4. 1992	1. Pub. Cmte. 2. Pub. Cmte. 3. 90-91 Pub. Cmte. 4. 90-91 Pub. Cmte.
FR	1. Conduct market analysis including analysis of competitive printed journals & member/subscriber needs 2. Report progress from market analysis to Board Executive Cmte. 3. Make recommendations to Board 4. Begin development of plan for FR 5. First issue of FR with format & content changes goes to the printer 6. First issue published	1. Beg. Nov. 1990 2. April 1991 3. Nov. 1991 4. Nov. 1991 5. Dec. 1992 6. Jan. 1993	1. 90-91 Pub. Cmte. 2. Pub. V.P. 3. Pub. V.P. & new editor 4. Pub. V.P. & new editor 5. editor 6. editor
B. Other Publications	1. Develop criteria & process for adopting new publications 2. Develop criteria & process for ongoing review of existing publications 3. Report recommendations to full Board	1. By Nov. 1990	1. 89-90 Pub. V.P. & Cmte.
IMFL	1. Complete analysis & make recommendations to Board whether to continue publication beyond 1990 (including administration, marketing, online format, statistics in financial analysis) 2. Implement decision	1. By Nov. 1990 2. Starting 1991	1. 89-90 Pub. V.P. & Cmte. 2. NCFR staff
C. FRD	Phase out FRD 1. Notify vendors based on IMFL decision 2. Reduce NCFR FRD staff 3. Examine & make determination on option of selling FRD	2. By Dec. 31, 1990 3. Based on IMFL decision	1. NCFR staff 2. Ex. Dir. 3. Ex. Dir. & Board Ex. Cmte.

Revised Version 7/10/90			
Programs	Activity (1)	When	Who (2)
D. CFLE	1. Form Family Life Education Cmte. to design & monitor new programs 2. Implement change from certification program to "Family Life Education" or "FLE" 3. Receive last CFLE application 4. Complete review of last application 5. Reduce CFLE staff 6. Recertify existing CFLE's until July 1, 1996	1. Nov. 1990 2. July 1, 1991 3. Feb. 1991 4. May 1991 5. June 30, 1991 6. Last CFLE expires July 1996	1. Board President 2. FLE Cmte. & Ex. Dir. 3. NCFR staff 4. NCFR staff 5. NCFR staff 6. NCFR staff
E. Public Policy	1. Public Policy Cmte. begins development of comprehensive public policy plan, including the role of FLE & FR in public policy 2. Public Policy Cmte. presents proposed plan to Executive Cmte. for approval 3. Public Policy Cmte. presents plan to full Board for approval	1. Nov. 1990 2. By Nov. 1991 3. Nov. 1991	1. Pub. Pol. Cmte. & new Pub. Pol. V.P. 2. " 3. "
F. Annual Conference	1. Develop proposed new criteria, format & procedure for paper selection & present to Board 2. Appoint new Program Cmte. to begin planning for Nov. 1991 annual conference--six members plus one NCFR staff member 3. Present proposed new criteria, format & procedure to Exec. Cmte. for approval 4. Present proposed new criteria, format & procedure to full Board 5. Begin paper selection based on new criteria, format & procedure 6. Annual conference occurs based on new criteria, format & procedures	1. By Aug. 1990 2. Oct. 1990 3. By Nov. 1990 4. Nov. 1990 5. Feb. 1991 6. Nov. 1991	1. Prog. V.P.-elect 2. Prog. V.P.-elect & NCFR Pres.-elect 3. Prog. V.P.-elect 4. " 5. New Prog. Cmte. & Section Chairs
G. Membership	1. Full Board adopts proposed new plan--fee structure, journal change 2. Membership votes on constitutional changes 3. Stop rebates to affiliated councils as result of election 4. Begin marketing new fee structure, journal change 5. New fee structure, journal change in effect 6. Students/New professionals form section 7. Membership dues collected	1. Apr. 1990 2. Sep. 1990 3. Dec. 31, 1990 4. Jan. 1991 5. Jan. 1, 1992 6. Beg. Nov. 1990 7. Jan. 1991	1. Full Board 2. Full membership 3. NCFR staff 4. " 6. Stdts/ New Profs & NCFR staff 7. NCFR staff

Revised Version 7/10/90			
Structure	Activity (1)	When	Who (2)
A. Board of Directors	1. Board accepts new Board structure 2. Membership votes for new Board structure in constitution changes 3. New Board Executive Committee forms and begins operation under new format 4. Executive Committee develops a new NCFR mission statement 5. Presentation of mission statement to the full Board	1. Apr. 1990 2. Sep. 1990 3. Oct. 1990 4. Apr. 1991 5. Nov. 1991	1. Full Bd. 2. Full membership 3. Ex. Cmte. 4. " 5. "
B. Sections & Focus Groups	1. Begin revised section/focus group structure: - Focus groups exist only as subgroups of sections - Focus group members pay NCFR & section dues - Focus groups submit financial accounting & membership list to section chair annually (disband if not 15 members) 2. Sections submit financial reporting annually to NCFR Executive Director (includes focus group information) 3. Students/new professionals form a section & conform to standard section guidelines	1. Apr. 1990 2. Apr. 1990 3. Nov. 1990	1. Sections, focus groups, NCFR staff 2. Section chairs 3. Students/new prof's.
C. Association of Councils	1. Membership fee rebates stop with ratification of constitution 2. Commence new Council guidelines: - Members must be NCFR members - Minimum 25 members per state (disband if not enough) - Councils pay for NCFR direct costs & pay an annual fee for administrative costs	1. Dec. 31, 1990 2. Jan. 1, 1991	1. NCFR staff 2. Current officers of each member council

Revised Version 7/10/90			
Structure	Activity (1)	When	Who (2)
D. Workshops	1. TCRMW Workshop is model for "workshop" structure within NCFR 2. New workshop guidelines take effect: - Submit proposals for workshops in time for Executive Cmte. review at spring meeting - Executive Cmte. evaluates proposals for workshops for annual conference or pre-conference 3. Proposals include: - Fee structure for workshops (includes member & non-member rates) - Workshops project to break even (if not enough registrants by 2 weeks before the conference, workshop is cancelled) - Time line for existence of workshop 4. Workshop submits final financial accounting to NCFR staff & pays costs to NCFR 5. Workshops & seminars requesting NCFR sponsorship will present proposals to Exec. Cmte.	1. As of Apr. 1990 2. 45 days before spring meeting 4. After An. Conf. & by Feb. of next year 5. 45 days before Ex. Cmte. mtg.	2. Workshop/Exec Cmte./NCFR staff 4. Workshop/NCFR staff 5. Requester/Ex. Cmte./NCFR staff
E. NCFR Staff	1. Staffing changes made in accordance with program requirements under the plan. (See Staffing Summaries-Appendix H) 2. Marketing employee joins NCFR staff dependent on evaluation of NCFR financial status	1. As set forth under programs 2. Jan. 1, 1993	1. Exec. Director

(1) Summary - See full text of Strategic Plan for details.

(2) Means the identified group plus anyone they may wish to add.

APPENDIX B

BOARD APPROVED 1990 BUDGET BEFORE STRATEGIC PLANNING

(Administration as a separate department is used in all of the revised budgets.)

REVISED 7/15/90

NCPR ORGANIZATION REVISED 1990 BUDGET
BREAKOUT BY DEPARTMENTS - BASED ON FISCAL 1989 ACTUAL
03/05/90

PART I PAGE 1

MARCH 30, 1990 TREASURER'S BUDGET - presented to &
approved by the Board in Nov. 1989 & adjusted in April
1990

INCOME	MEMBERSHIP	JMT	FR	PRD	PP	NAC	AM	CTLR	OPM	ADM	TOTAL	COMMENTS
4000.98 ADVERTISING	5,500	4,000	4,500	0	0	0	2,500	150	0	0	16,650	
4030.98 AFFILIATED COUNCIL DUES	0	0	0	0	0	0	0	0	0	1,325	1,325	
4050.98 BACK ISSUES	0	5,000	3,500	0	0	0	0	0	0	0	8,500	
4100.98 CONTRIBUTIONS	0	0	0	0	0	0	0	2,000	0	2,500	4,500	
4150.98 DATA BASE LIST	0	0	0	2,500	0	0	0	0	0	0	2,500	
4200.98 DUES	122,000	0	0	0	3,000	0	0	0	0	0	125,000	
4200.98 REGISTRATION	0	0	0	0	0	11,000	38,325	0	0	0	169,325	
4200.98 APPLICATION	0	0	0	0	0	0	0	17,125	0	0	17,125	
4250.98 EDUCATION PRES	0	0	0	0	0	0	2,000	10,500	0	0	12,500	
4300.98 EXHIBITS	0	0	0	0	0	0	16,000	0	0	0	16,000	
4350.98 MAILING LISTS	5,000	400	700	0	0	0	0	120	0	0	6,220	
4400.98 PERMISSIONS	0	2,200	3,000	300	0	0	0	0	300	0	5,800	
4500.98 POSTERS	0	0	0	0	0	0	0	4,550	0	0	4,550	
4550.98 PUBLICATIONS	0	0	0	98,265	0	0	200	9,000	8,000	0	115,465	Decreased retail price
4575.98 CURRICULUM	0	0	0	0	0	0	0	1,000	0	0	1,000	for IMFL, U.Guide
4600.98 REPRINTS	0	5,000	3,000	0	0	200	0	0	0	0	8,200	
4650.98 ROYALTIES	0	2,500	1,000	40,000	0	0	0	0	2,500	0	46,000	
4700.98 SPECIAL EVENTS	0	0	0	0	0	0	4,000	0	0	0	4,000	
4750.98 SUBMISSIONS	0	4,000	3,000	0	0	0	0	0	0	0	7,000	
4800.98 SUBSCRIPTIONS	125	272,380	111,000	0	3,880	0	0	0	0	0	387,385	
4850.98 OTHER PRES	400	0	0	600	0	0	300	285	25	5,700	7,310	
4990.98 INTEREST	0	0	0	0	0	0	0	0	0	9,000	9,000	
AV PRES	0	0	0	0	0	0	1,500	0	0	0	1,500	
TOTAL INCOME	131,025	295,480	129,700	141,665	6,880	11,200	124,825	14,730	10,825	18,525	916,855	

EXPENSES	MEMBERSHIP	IMP	PR	TRD	PP	MAC	AM	CPLE	CFN	ACH	TOTAL	COMMENTS
5000 90 SALARIES	25,836	35,552	31,435	48,154	2,558	1,555	42,340	26,130	5,210	99,435	310,405	decrease FRD Salaries
5010 90 PICA EXPENSE	1,976	2,750	2,405	3,404	156	115	3,239	2,152	359	6,042	23,161	+ severance/credit asst.
5020 90 UNEMPLOYMENT COMP	300	450	375	563	38	38	525	318	75	1,050	3,750	+ health insurance
5030 90 WORKERS' COMP	172	250	215	323	22	22	301	194	43	602	2,150	
5040 90 FRINGE BENEFITS	3,365	5,040	4,207	6,310	421	421	5,889	3,786	841	12,199	42,486	
5110 90 ADVERTISING/MARKETING	6,000	2,000	1,200	5,500	0	500	3,500	3,200	4,000	850	26,750	
5130 90 BANK FEES	0	0	0	0	0	0	0	0	0	1,000	1,000	
5140 90 BAD DEBT EXPENSE	0	0	0	0	0	0	0	0	0	2,000	2,000	
5150 90 BOARD/COMMITTEE & PASTOR'S RECEPT STOCKS' EXPENSE	700	0	0	0	800	0	1,700	1,700	0	9,000	13,900	strategic pl. comm. exp.
5160 90 COLLECTION EXPENSE	0	0	0	0	0	0	0	0	0	2,000	2,000	
5170 90 COMPUTER EXPENSE	650	400	400	3,500	0	0	500	300	50	750	6,550	
5180 90 COMPUTER SUPPLIES	500	100	100	0	0	0	350	200	50	500	1,800	
5190 90 CONSULTANT EXPENSE	0	100	500	13,800	800	350	950	200	0	9,350	26,050	inc FRD
5200 90 COPIER EXPENSE	400	300	300	300	0	150	775	500	100	2,000	6,825	
5210 90 COPYRIGHT	0	50	50	70	0	0	0	0	20	0	190	
5230 90 DEPRECIATION	0	0	0	0	0	0	0	0	0	20,000	20,000	
5250 90 DUES & SUBSCRIPTIONS	150	50	50	600	5,234	0	200	175	0	900	7,319	
5270 90 EDITORIAL EXPENSE	0	5,000	3,000	0	0	0	0	0	0	0	8,000	increased edit. exp
5290 90 EQUIPMENT PURCHASES	0	0	0	0	0	0	0	0	0	750	750	
5310 90 EQUIPMENT RENTAL	0	0	0	150	0	100	3,500	0	0	0	3,750	
5330 90 EQUIPMENT REPAIRS	0	0	0	0	0	0	0	0	0	300	300	
5350 90 ETHICAL EXPENSE	250	275	300	500	0	0	3,300	150	150	0	4,925	
5370 90 FUNDRAISING	0	0	0	0	0	0	0	0	0	500	500	
5380 90 FUTURE ANNUAL MEETING	0	0	0	0	0	0	2,000	0	0	0	2,000	
5390 90 HONORARIA	0	0	0	0	0	0	4,000	0	0	0	4,000	
5430 90 INSURANCE	0	0	0	0	0	0	800	0	0	6,700	7,500	
5450 90 INTEREST	0	0	0	0	0	0	0	0	0	0	0	
5470 90 LEGAL & ACCOUNTING	0	0	0	2,000	0	0	0	200	0	4,000	10,200	
5490 90 MAINTENANCE AGREEMENTS	200	200	200	200	0	0	200	200	0	3,500	4,700	inc. comp. maintenance
5510 90 MISCELLANEOUS	50	50	50	200	200	25	300	50	25	1,000	1,950	
5550 90 POSTAGE & MAILING	6,200	19,000	8,500	4,000	500	800	5,000	2,500	1,000	5,000	57,500	
5570 90 PRINTING-PUBLICATIONS	6,000	100,763	45,000	15,500	1,000	0	6,000	3,000	2,000	0	177,263	journal page overages
5575 90 PRINTING-OTHER	4,000	2,000	2,000	7,500	0	1,000	4,500	3,500	0	3,000	29,500	
5590 90 REFUND	3,000	1,200	1,100	1,000	100	0	2,000	400	500	0	9,300	
5610 90 RENT	3,475	1,725	1,750	4,244	0	125	2,470	3,470	285	16,697	31,241	
5630 90 SPECIAL EVENTS	250	0	0	0	0	0	4,000	500	0	0	4,750	
5650 90 STAFF TRAINING	300	150	100	600	0	0	200	150	0	2,000	3,500	computer training
5670 90 SUPPLIES	1,800	700	250	1,000	100	200	1,000	800	50	5,500	11,400	
5690 90 TELEPHONE	400	200	250	700	400	75	1,000	600	100	5,500	9,285	
5710 90 TEMPORARY PERSONNEL	300	2,350	1,500	500	0	0	600	150	0	3,000	8,400	
5730 90 TRAVEL-STAFF	300	100	100	2,000	500	0	3,000	800	100	3,000	9,900	
5750 90 TRAVEL-OTHER RECRUITMENT	0	0	0	0	350	0	4,000	0	0	1,200	5,550	
TOTAL EXPENSES	64,575	181,169	105,336	122,897	13,217	5,479	108,139	61,404	14,398	227,625	904,836	
INCOME OVER EXPENSES	60,450	114,311	24,344	10,760	(6,337)	5,721	16,686	(14,674)	(4,173)	(209,100)	12,017	

APPENDIX C

1990 BUDGET REVISED WITH STRATEGIC PLANNING

(ADMINISTRATION AS A SEPARATE DEPT.)

REVISED 5/23/90

The revised 1990 budget reflects some changes which were made in the strategic planning document. After careful study of the ASAE NATIONAL OPERATING RATIO REPORT, and discussion with other organizations of the most accurate budget tracking methods for administrative expenses, we have decided to return to reallocating 2.1% income and 18% of expenses of the total NCFR budget to the separate administrative department, as we had been doing in the past. ALL national membership associations in ASAE have a functional administrative expense column. The range of administrative percentages in the national report was 15-44%. NCFR is using 18% which is at the lower end of the range. There are some costs for running NCFR which cannot be allocated back to individual departments without skewing the picture.

NCPR ORGANIZATION REVISED 1990 BUDGET
BREAKOUT BY DEPARTMENTS
BASED ON STRATEGIC PLANNING
05/23/90

(ADMINISTRATION reinstated as a separate functional
dept. Changes resulting from strategic planning
included.)

INCOME	MEMBERSHIP	JMF	FR	FRD	PP	MAC	AM	CFLE	OPM	ADM	TOTAL	
Percent of Total Income	14.5%	32.2%	14.1%	15.4%	.7%	1.2%	13.7%	4.9%	1.2%	2.1%		
4000.90 ADVERTISING	5,500	4,000	4,500	0	0	0	2,500	150	0	0	16,550	
4030.90 AFFILIATED COUNCIL DUES	0	0	0	0	0	0	0	0	0	1,325	1,325	
4050.90 BACK ISSUES	0	5,000	3,500	0	0	0	0	0	0	0	8,500	
4100.90 CONTRIBUTIONS	0	0	0	0	0	0	0	2,000	0	2,500	4,500	
4150.90 DATA BASE LIST	0	0	0	2,500	0	0	0	0	0	0	2,500	
4200.90 DUES	122,000	0	0	0	3,000	0	0	0	0	0	125,000	3% fewer mbr. CFLEs
4200.90 REGISTRATION	0	0	0	0	0	11,000	90,325	0	0	0	101,325	
4200.90 APPLICATION	0	0	0	0	0	0	0	17,125	0	0	17,125	
4250.90 EDUCATION FEES	0	0	0	0	0	0	2,000	10,500	0	0	12,500	
4300.90 EXHIBITS	0	0	0	0	0	0	16,000	0	0	0	16,000	
4350.90 MAILING LISTS	5,000	400	700	0	0	0	0	120	0	0	6,220	
4400.90 PERMISSIONS	0	2,200	3,000	300	0	0	0	0	300	0	5,800	
4500.90 POSTERS	0	0	0	0	0	0	0	4,550	0	0	4,550	
4550.90 PUBLICATIONS	0	0	0	98,165	0	0	200	9,000	8,000	0	115,465	
4575.90 CURRICULUM	0	0	0	0	0	0	0	1,000	0	0	1,000	
4600.90 REPRINTS	0	5,000	3,000	0	0	200	0	0	0	0	8,200	
4650.90 ROYALTIES	0	2,500	1,000	40,000	0	0	0	0	2,500	0	46,000	
4700.90 SPECIAL EVENTS	0	0	0	0	0	0	4,000	0	0	0	4,000	
4750.90 SUBMISSIONS	0	4,000	3,000	0	0	0	0	0	0	0	7,000	
4800.90 SUBSCRIPTIONS	125	272,380	111,000	0	3,800	0	0	0	0	0	387,185	remains as is.
4850.90 OTHER FEES	400	0	0	600	0	0	300	285	25	5,100	7,310	
4990.90 INTEREST	0	0	0	0	0	0	0	0	0	9,000	9,000	
AV FEES	0	0	0	0	0	0	1,500	0	0	0	1,500	
SPONSORSHIPS							600			0	600	added after brd. appl.
TOTAL INCOME	133,025	295,480	129,700	141,665	6,800	11,200	125,425	44,730	10,825	18,525	917,455	

(Abbreviations: JMF = Journal of Marriage and the Family
FR = Family Relations
FRD = Family Resources Database
PP = Public Policy
MAC = Media Award Competition
AM = Annual Meeting
CFLE = Certification of Family Life Educators
OPM = Other Published Materials
ADM = Administration

SCPR ORGANIZATION REVISED 1990 BUDGET
 BUDGET BY DEPARTMENTS
 BASED ON STRATEGIC PLANNING
 05/23/90

EXPENSES	MEMBERSHIP	JMF	FR	FRD	PP	NAC	AM	CPLR	OPM	ADMIN	TOTAL	
Percent of Total Expenses	7.8%	20.5%	12.4%	15.2%	1.7%	1.1%	12.7%	7.9%	2.5%	10.1%		
5000.90 SALARIES	20,218	39,924	36,907	50,041	3,925	3,925	46,241	33,687	19,513	55,452	315,033	FRD severance; Edit. asst
5010.90 FICA EXPENSE	2,159	3,054	2,670	4,640	300	300	3,537	2,577	804	4,257	20,130	increase.
5020.90 UNEMPLOYMENT COMP	330	480	413	675	38	38	563	413	113	675	3,750	
5030.90 WORKERS' COMP	194	280	237	387	22	22	323	237	65	387	2,150	
5040.90 FUTURE BENEFITS	3,824	5,523	4,673	7,647	425	425	6,373	4,673	1,275	7,447	42,486	
5110.90 ADVERTISING/MARKETING	6,000	2,000	1,200	5,500	0	500	3,500	3,200	4,000	850	26,750	
5120.90 BARE FEES	50	50	50	50	50	50	50	50	50	550	1,000	divided equally
5140.90 BARE DUTY EXPENSE	100	100	100	100	100	100	100	100	100	1,100	2,000	
5150.90 BOARD/COMMITTEE EXP	700	0	1,350	1,350	800	0	1,700	2,100	0	10,500	10,500	strategic plan/committees
PRESIDENT'S RECEIPT	0	0	0	0	0	0	0	0	0	2,000	2,000	
STUDENTS' EXPENSE	0	0	0	0	0	0	0	0	0	2,000	2,000	
5160.90 COLLECTION EXPENSE	0	0	0	0	0	0	0	0	0	1,000	1,000	
5170.90 COMPUTER EXPENSE	650	400	400	3,500	0	0	500	300	50	750	6,550	
5180.90 COMPUTER SUPPLIES	500	100	100	0	0	0	350	200	50	500	1,800	
5190.90 CONSULTANT EXPENSE	400	500	500	14,200	1,200	750	1,350	400	400	5,750	26,050	\$4000 computer; adapt. strategic pl. consult.
5200.90 COPIER EXPENSE	400	300	300	300	0	150	775	500	100	2,000	4,825	
5210.90 COPYRIGHT	0	50	50	70	0	0	0	0	20	0	190	
5230.90 DEPRECIATION	0	0	0	0	0	0	0	0	0	20,000	20,000	
5250.90 DUES & SUBSCRIPTIONS	150	50	50	600	5,236	0	200	175	0	900	7,355	
5270.90 EDITORIAL EXPENSE	0	5,000	3,000	0	0	0	0	0	0	0	8,000	
5290.90 EQUIPMENT PURCHASES	0	0	0	0	0	0	0	0	0	750	750	
5310.90 EQUIPMENT RENTAL	0	0	0	150	0	100	3,500	0	0	0	3,750	
5330.90 EQUIPMENT REPAIRS	0	0	0	0	0	0	0	0	0	300	300	
5350.90 EXHIBIT EXPENSE	250	275	300	500	0	0	3,300	150	150	0	4,925	
5370.90 FUNDRAISING	0	0	0	0	0	0	0	0	0	500	500	
5380.90 FUTURE ANNUAL MEETING	0	0	0	0	0	0	2,000	0	0	0	2,000	
5390.90 HONORARIA	0	0	0	0	0	0	4,000	0	0	0	4,000	
5430.90 INSURANCE	670	670	670	670	670	670	1,470	670	670	670	7,500	
5450.90 INTEREST	0	0	0	0	0	0	0	0	0	4,400	4,400	Interest in comp. loan
5470.90 LEGAL & ACCOUNTING	200	200	200	2,200	200	200	200	400	200	6,200	10,200	audit
5490.90 MAINTENANCE AGREEMENTS	500	500	500	500	0	200	500	500	200	1,300	4,700	
5510.90 MISCELLANEOUS	50	50	50	200	200	25	300	50	25	1,000	1,950	
5550.90 POSTAGE & MAILING	6,600	7,500	7,500	4,000	500	800	5,000	7,500	1,000	5,000	45,400	added postage for strat. plan mailing
5570.90 PRINTING-PUBLICATIONS	6,000	112,261	46,000	15,500	1,000	0	6,000	1,000	2,000	0	149,761	page overages
5575.90 PRINTING-OTHER	4,540	2,300	2,600	7,500	0	1,000	4,500	5,500	0	3,000	30,340	strat. plan/const. ballot
5590.90 RETURNS	3,000	1,200	1,100	1,000	100	0	2,000	400	500	0	9,300	
5610.90 RENT	3,000	3,491	3,516	6,611	0	245	4,837	4,837	610	4,774	31,921	added rent for storage
5630.90 SPECIAL EVENTS	250	0	0	0	0	0	6,500	500	0	0	5,250	
5650.90 STAFF TRAINING	300	150	100	600	0	0	200	150	0	2,000	3,500	
5670.90 SUPPLIES	2,600	700	250	1,000	100	200	1,000	800	50	5,500	11,480	strat. plan
5690.90 TELEPHONE	540	200	250	700	400	75	1,000	600	100	5,500	9,425	journal survey
5710.90 TEMPORARY PERSONNEL	300	2,350	1,500	500	0	0	600	150	0	3,000	9,400	
5730.90 TRAVEL-STAFF	300	100	100	2,000	500	0	3,000	800	100	3,000	9,900	
5750.90 TRAVEL-OTHER	0	0	0	0	350	0	4,000	0	0	1,200	5,550	
RECRUITMENT	0	0	0	0	0	0	0	0	0	2,250	2,250	search for mktg. dir.
TOTAL EXPENSES	72,181	189,755	114,436	140,492	16,113	9,774	117,168	72,879	23,144	166,363	923,115	
INCOME OVER EXPENSES	60,844	105,715	15,266	1,173	(9,233)	1,426	7,957	(28,149)	(12,319)	(148,318)	(5,500)	

APPENDIX D

**1991 BUDGET FOR THE INVENTORY OF MARRIAGE AND FAMILY
LITERATURE**

ASSUMES THE CONTINUATION OF BOTH HARD COPY AND ONLINE ROYALTIES

(REVISED 7/15/90)

IMFL REVISED 1991 BUDGET
07/12/90

INCOME	REVISED 1991	
4000.98 ADVERTISING	0	
4030.98 AFFILIATED COUNCIL DUES	0	
4050.98 BACK ISSUES	0	
4100.98 CONTRIBUTIONS	0	
4150.98 DATA BASE LIST	250	
4200.98 DUES	0	
4200.98 REGISTRATION	0	
4200.98 APPLICATION	0	
4250.98 EDUCATION FEES	0	
4300.98 EXHIBITS	0	
4350.98 MAILING LISTS	0	
4400.98 PERMISSIONS	0	
4500.98 POSTERS	0	
4550.98 PUBLICATIONS	103,210	6% Increase; this takes into account the slow sales trend of older
4575.98 CURRICULUM	0	volumes; includes volumes 13, 14, 15, & 16
4600.98 REPRINTS	0	
4650.98 ROYALTIES	40,000	
4700.98 SPECIAL EVENTS	0	
4750.98 SUBMISSIONS	0	
4800.98 SUBSCRIPTIONS	0	
4850.98 OTHER FEES	200	
4990.98 INTEREST	0	
AV FEES	0	
TOTAL INCOME	143,660	

(MFL REVISED 1991 BUDGET
07/12/90)

EXPENSES	REVISED 1991	
5000.98 SALARIES	20,300	Includes two half time staff
EX ADMIN SALARY	5,000	
5010.98 FICA EXPENSE	1,591	one indexer/abstractor, one keyer/taper production person
5020.98 UNEMPLOYMENT COMP	490	
5030.98 WORKERS' COMP	208	
5040.98 FRINGE BENEFITS	0	Half time employees not eligible for benefits
5110.98 ADVERTISING/MARKETING	5,000	
5130.98 BANK FEES	0	
5140.98 BAD DEBT EXPENSE	0	
5150.98 BOARD/COMMITTEE EXP	0	
PRESIDENT'S RECEIPT	0	
STUDENTS' EXPENSE	0	
5160.98 COLLECTION EXPENSE	0	
5170.98 COMPUTER EXPENSE	3,000	
5180.98 COMPUTER SUPPLIES	0	
5190.98 CONSULTANT EXPENSE	3,380	
5200.98 COPIER EXPENSE	650	
5210.98 COPYRIGHT	40	
5230.98 DEPRECIATION	0	
5250.98 DUES & SUBSCRIPTIONS	300	
5270.98 EDITORIAL EXPENSE	0	
5290.98 EQUIPMENT PURCHASES	200	
5310.98 EQUIPMENT RENTAL	0	
5330.98 EQUIPMENT REPAIRS	60	
5350.98 EXHIBIT EXPENSE	100	
5370.98 FUNDRAISING	0	
5380.98 FUTURE ANNUAL MEETING	0	
5390.98 HONORARIA	0	
5430.98 INSURANCE	0	
5450.98 INTEREST	0	
5470.98 LEGAL & ACCOUNTING	2,100	
5490.98 MAINTENANCE AGREEMENTS	0	
5510.98 MISCELLANEOUS	300	
5550.98 POSTAGE & MAILING	4,600	
5570.98 PRINTING-PUBLICATIONS	14,000	
5575.98 PRINTING-OTHER	7,375	
5590.98 REFUNDS	1,000	
5610.98 RENT	2,656	Reduced by 1 1/2 offices from 1990
5630.98 SPECIAL EVENTS	0	
5650.98 STAFF TRAINING	500	
5670.98 SUPPLIES	1,500	
5690.98 TELEPHONE	750	
5710.98 TEMPORARY PERSONNEL	1,000	
5730.98 TRAVEL-STAFF	1,000	
5750.98 TRAVEL-OTHER	0	
RECRUITMENT	1,000	\$500 to recruit indexer/abstractor & keyer/taper production person
TOTAL EXPENSES	79,100	
INCOME OVER EXPENSES	54,560	

APPENDIX E

REVISED 6/18/90 BY THE FINANCE COMMITTEE

REVISED 1991 BUDGETS & ASSUMPTIONS

ASSUMPTIONS:

1. IMFL AND ROYALTIES CONTINUE
2. NO CHANGE IN DUES OR JOURNAL OPTIONS
3. NO FULL TIME MARKETING DIRECTOR ON STAFF
4. 100 CFLEs DISCONTINUE THEIR MEMBERSHIPS
5. CFLE DIRECTOR'S SEVERENCE ON JUNE 30, 1991
6. COFO LEADERSHIP ROLE
7. JMF EDITOR OVERLAP
8. COST OF CONTEMPORARY FAMILIES BOOK PRINTING & MARKETING
9. EQUITY PAY INCREASE

(1991 BUDGET RECOMMENDED BY THE FINANCE COMMITTEE 6/18/90)

PCFZ ORGANIZATION REVISED 1991 BUDGET

BREAKOUT BY DEPARTMENTS

ASSUMES IMFL WILL BE PRODUCED & ROYALTIES CONTINUE

06/18/90

LEAVING DUES STRUCTURE AS IS AND ASSUMING LOSS OF 100 CYLE REGULAR MEMBERS

INCOME	MEMBERSHIP	JMF	FR	PP	MAC	AM	FLR	OP	ADMIN	TOTAL	
Percent of Total Income	10.1%	28.6%	11.4%	.8%	1.4%	15.5%	1.9%	19.9%	2.4%		
4000.90 ADVERTISING	6,000	4,500	5,000	0	0	3,000	150	0	0	18,650	
4030.90 AFFILIATED COUNCIL DUES	0	0	0	0	0	0	0	0	0	2,385	
4050.90 BACK ISSUES	0	5,250	3,675	0	0	0	0	0	2,385	0,925	
4100.90 CONTRIBUTIONS	0	0	0	0	0	0	0	0	0	2,625	
4150.90 DATA BASE LIST	0	0	0	0	0	0	0	0	2,625	0	
4200.90 DUES	142,500	0	0	2,910	0	0	0	0	0	145,410	3% mbr. loss/no dues change
4200.90 REGISTRATION	0	0	0	0	11,550	103,201	0	0	0	114,751	incr. conf. rates 3%
4200.90 APPLICATION	0	0	0	0	0	0	2,500	0	0	2,500	
4250.90 EDUCATION FEES	0	0	0	0	0	2,200	5,000	0	0	7,200	
4300.90 RIBBONS	0	0	0	0	0	16,000	0	0	0	16,000	
4350.90 MAILING LISTS	5,250	450	750	0	0	0	150	0	0	6,400	
4400.90 PERMISSIONS	0	2,310	3,150	0	0	0	0	315	0	5,775	
4500.90 POSTERS	0	0	0	0	0	0	2,000	0	0	2,000	
4550.90 PUBLICATIONS	0	0	0	0	0	200	500	121,170	0	121,870	vol. 16-IMFL sales
4575.90 CURRICULUM	0	0	0	0	0	0	5,000	0	0	5,000	
4600.90 REPRINTS	0	5,000	3,000	0	200	0	0	0	0	8,200	
4650.90 ROYALTIES	0	2,750	3,100	0	0	0	0	42,750	0	51,600	IMFL royalties
4700.90 SPECIAL EVENTS	0	0	0	0	0	4,000	0	0	0	4,000	
4750.90 SUBMISSIONS	0	4,200	3,150	0	0	0	0	0	0	7,350	
4800.90 SUBSCRIPTIONS	125	210,252	76,770	4,074	0	0	0	0	0	289,129	no journal changes
4850.90 OTHER FEES	400	100	100	0	0	300	100	125	5,775	6,900	
4900.90 INTEREST	0	0	0	0	0	0	0	0	9,630	9,630	
AT FEES	0	0	0	0	0	1,000	0	0	0	1,000	
SPONSORSHIPS	0	0	0	0	0	700	0	0	0	700	
TOTAL INCOME	154,355	242,012	96,793	6,984	11,150	131,461	16,200	169,360	20,415	850,020	

(1991 BUDGET RECOMMENDED BY FINANCE COMMITTEE 6/18/90)

NCRR ORGANIZATION REVISED 1991 BUDGET
 PREPARED BY DEPARTMENTS
 ASSUMES INFL WILL BE PRODUCED & TOTALS WILL CONTINUE
 06/18/90
 NO MARKETING PERSON, NO CREL DIRECTOR

DISPENSES	MEMBERSHIP	JMT	PN	PP	NAC	AN	FLC	OPN	ADKID	TOTAL	
Percent of Total Expenses	0.31	21.61	13.21	2.31	1.01	13.81	5.61	16.11	10.11		
5000.90 SALARIES	29,492	47,072	34,525	4,550	3,373	48,616	26,323	61,000	56,175	291,726	FILE reverence 6/30/91/
5010.90 FICA DISBURSE	2,256	3,601	2,641	348	258	3,704	2,014	3,198	4,297	22,317	edit. overlap/equity pay/
5020.90 UNEMPLOYMENT COMP	560	896	656	86	64	920	500	794	1,067	5,543	no marketing dir.
5030.90 WORKERS' COMP	295	471	345	46	34	484	263	410	562	2,917	
5040.90 FRINGE BENEFITS	3,836	6,119	4,400	592	438	6,294	3,422	5,434	7,383	37,924	
5110.90 ADVERTISING/MARKETING	6,000	2,000	2,000	500	500	4,000	0	0,000	850	23,050	
5130.90 BANK FEES	50	50	50	50	50	50	0	100	600	1,000	
5140.90 BAD DEBT DISBURSE	100	100	100	100	100	100	100	200	1,100	2,000	
5150.90 BOARD/COMMITTEE EXP	0	350	4,000	1,000	0	2,200	500	0	9,000	17,050	FR edit. search
PRESIDENT'S RECEIPT	0	0	0	0	0	0	0	0	2,000	2,000	
5160.90 COLLECTION DISBURSE	0	0	0	0	0	0	0	0	500	500	
5170.90 COMPUTER DISBURSE	683	420	420	0	0	525	150	653	700	3,630	
5180.90 COMPUTER SUPPLIES	525	105	105	0	0	360	105	150	525	1,890	
5190.90 CONSULTANT DISBURSE	200	200	200	3,000	200	1,050	250	14,120	400	19,620	IMEL/COFO/mkt. consult.
5200.90 COPIER DISBURSE	420	315	315	100	150	814	525	420	2,100	5,166	
5210.90 COPYRIGHT	0	50	50	0	0	0	0	50	0	190	
5230.90 DEPRECIATION	0	0	0	0	0	0	0	0	21,000	21,000	new computers
5250.90 DUES & SUBSCRIPTIONS	150	53	53	6,104	0	210	350	300	945	8,059	
5270.90 EDITORIAL DISBURSE	0	3,500	3,150	0	0	0	0	0	0	10,650	edit overlap
5290.90 EQUIPMENT PURCHASES	0	0	0	0	0	0	0	0	750	750	
5310.90 EQUIPMENT RENTAL	0	0	0	0	105	2,000	0	0	0	2,105	
5330.90 EQUIPMENT REPAIRS	0	0	0	0	0	0	0	0	300	300	
5350.90 FINANCIAL DISBURSE	263	209	315	0	0	5,050	0	473	0	6,305	
5370.90 FUNDRAISING	0	0	0	0	0	0	0	0	500	500	
5380.90 FUTURE/PAST ANNUAL MEETING	0	0	0	0	0	2,000	0	0	0	2,000	
5390.90 HONORARIA	0	0	0	0	0	4,000	0	0	0	4,000	
5430.90 INSURANCE	704	704	704	704	704	1,504	704	1,407	704	7,035	
5450.90 INTEREST	0	0	0	0	0	0	0	0	4,400	4,400	
5470.90 LEGAL & ACCOUNTING	210	210	210	210	210	210	410	420	6,510	8,600	
5490.90 MAINTENANCE AGREEMENTS	530	530	530	0	230	530	530	760	1,360	5,000	
5510.90 MISCELLANEOUS	50	50	50	200	25	300	50	50	1,050	1,825	
5550.90 POSTAGE & MAILING	7,130	8,625	8,625	575	920	6,750	4,600	14,520	5,750	57,495	
5570.90 PRINTING-PUBLICATIONS	6,100	104,000	46,000	1,050	0	6,000	0	35,465	0	890,695	IMEL/Decade BK/
5575.90 PRINTING-OTHER	4,767	2,435	2,600	0	1,050	4,725	2,425	7,500	3,150	28,032	
5590.90 RECORDS	3,000	1,200	1,100	100	0	2,000	800	1,000	0	8,000	
5610.90 RENT	4,030	4,396	4,396	0	366	5,062	5,095	6,594	5,355	36,494	
5630.90 SPECIAL EVENTS	263	0	0	0	0	4,500	525	0	0	5,288	
5650.90 STAFF TRAINING	300	150	100	0	0	200	150	0	2,000	2,900	
5670.90 SUPPLIES	2,500	735	763	105	210	1,050	525	316	5,500	10,003	
5690.90 TELEPHONE	567	210	263	420	79	1,050	693	630	5,500	9,411	
5710.90 TEMPORARY PERSONNEL	315	2,460	1,575	0	0	610	150	525	2,000	7,670	
5730.90 TRAVEL-STAFF	315	105	105	525	0	3,150	0	105	3,000	7,305	
5750.90 TRAVEL-OTHER	0	0	0	360	0	4,000	0	0	500	4,860	
RECRUITMENT	0	0	0	0	0	0	0	0	500	500	
TOTAL EXPENSES	75,295	195,386	119,933	20,812	9,073	124,645	51,174	145,448	164,000	905,004	
INCOME OVER EXPENSES	79,060	42,427	(23,230)	(13,020)	2,477	6,794	(34,974)	23,970	(143,625)	(55,776)	

APPENDIX F

REVISED 6/18/90 BY THE FINANCE COMMITTEE

REVISED 1992 BUDGET IMPLEMENTING STRATEGIC PLAN

ASSUMPTIONS:

1. IMFL WILL BE PRODUCED AND RECEIVE ONLINE ROYALTIES
2. EDITORIAL OVERLAP FOR FR JOURNAL
3. IMPLEMENT DUES CHANGE AND CHOICE OF JOURNALS
4. COFO LEADERSHIP ROLE

1992 BUDGET RECOMMENDED BY THE FINANCE COMMITTEE 6/18/90

UCPR ORGANIZATION REVISED 1992 BUDGET

BREAKOUT BY DEPARTMENTS

BASED ON STRATEGIC PLANNING

ASSUMES IMPL WILL BE PRODUCED

06/18/90

NEW DUES STRUCTURE TAKES EFFECT

INCOME	MEMBERSHIP	JM	PR	PP	NAC	AR	OP	AOHIB	TOTAL	
Percent of Total Income	20.01	27.01	10.51	.01	1.41	15.91	20.11	2.71		
4000.90 ADVERTISING	6,300	4,725	5,250	0	0	3,150	0	0	13,425	
4030.90 AFFILIATED COUNCIL DUES	0	0	0	0	0	0	0	2,305	2,305	
4050.90 BACK ISSUES	0	5,513	3,059	0	0	0	0	0	9,371	
4100.90 CONTRIBUTIONS	0	0	0	0	0	0	0	2,756	2,756	
4150.90 DATA BASE LIST	0	0	0	0	0	0	0	0	0	
4200.90 DUES	160,400	0	0	3,056	0	0	0	0	171,536	Begin dues/Journal changes
4200.90 REGISTRATION	0	0	0	0	12,120	100,403	0	0	120,531	5% membership logs
4200.90 APPLICATION	0	0	0	0	0	0	0	0	0	
4250.90 EDUCATION FEES	0	0	0	0	0	2,310	0	0	2,310	
4300.90 BENEFITS	0	0	0	0	0	17,640	0	0	17,640	
4350.90 MAILING LISTS	5,250	450	750	0	0	0	0	0	6,450	
4400.90 PERMISSIONS	0	2,426	3,300	0	0	0	331	0	6,066	
4500.90 POSTERS	0	0	0	0	0	0	1,400	0	1,400	
4550.90 PUBLICATIONS	0	0	0	0	0	200	127,237	0	127,437	sales of vol.17-IMFL
4575.90 CURRICULUM	0	0	0	0	0	0	2,500	0	2,500	
4600.90 REPRINTS	0	5,250	3,150	0	210	0	0	0	8,610	
4650.90 ROYALTIES	0	2,800	1,155	0	0	0	42,000	0	46,931	IMFL royalties
4700.90 SPECIAL EVENTS	0	0	0	0	0	4,000	0	0	4,000	
4750.90 SUBMISSIONS	0	4,410	3,300	0	0	0	0	0	7,710	
4800.90 SUBSCRIPTIONS	131	215,916	69,077	4,270	0	0	0	0	290,202	choice of 1 Journal
4850.90 OTHER FEES	400	100	100	0	0	300	125	5,175	6,000	
4990.90 INTEREST	0	0	0	0	0	0	0	0,000	0,000	
BY FEES	0	0	0	0	0	1,050	0	0	1,050	
SPONSORSHIPS	0	0	0	0	0	800	0	0	800	
TOTAL INCOME	180,561	241,677	90,756	7,333	12,330	137,453	174,401	22,916	661,914	

HCPR ORGANIZATION REVISED 1992 BUDGET
 BREAKOUT BY DEPARTMENTS
 BASED ON STRATEGIC PLANNING
 ASSUMES INFL WILL BE PRODUCED
 06/10/90
 NO HARRISING DIRECTOR

EXPENSES	MEMBERSHIP	JHF	FR	PP	HAC	AM	OPH	ADMN	TOTAL	
Percent of Total Expenses	9.41	22.34	15.11	3.34	1.21	15.71	13.61	19.41		
5000.90 SALARIES	32,012	40,660	40,460	0,986	3,600	52,314	51,661	59,516	289,217	FR edit overlap/no mktg.dir/ no CFIE dir./5Xinc.
5010.90 PICA EXPENSE	2,449	3,110	3,095	603	276	4,002	3,952	4,553	22,125	
5020.90 UNEMPLOYMENT COMP	600	773	769	171	69	994	982	1,131	5,495	
5030.90 WORKERS' COMP	320	407	405	90	36	523	517	595	2,892	
5040.90 FRINGE BENEFITS	3,041	4,079	4,055	1,070	433	6,278	6,199	7,142	34,706	
5110.90 ADVERTISING/PROMOTING	6,000	2,000	2,000	500	500	4,000	8,000	850	23,850	
5130.90 BANK FEES	50	50	50	50	50	50	100	600	1,000	
5140.90 BAD DEBT EXPENSE	100	100	100	100	100	100	200	1,200	2,000	
5150.90 BOARD/COMMITTEE EXP	0	350	350	1,000	0	2,200	0	9,000	12,900	
PRESIDENT'S RECEPT	0	0	0	0	0	0	0	2,000	2,000	
STUDENTS' EXPENSE	0	0	0	0	0	0	0	0	0	
5160.90 COLLECTION EXPENSE	0	0	0	0	0	0	0	500	500	
5170.90 COMPUTER EXPENSE	603	420	420	0	0	525	653	700	3,400	
5180.90 COMPUTER SUPPLIES	525	105	105	0	0	360	250	525	1,005	
5190.90 CONSULTANT EXPENSE	200	200	200	3,000	200	1,050	400	200	5,650	COFO/mktg/
5200.90 COPIER EXPENSE	420	315	315	100	150	814	620	1,750	4,491	
5210.90 COPYRIGHT	0	50	50	0	0	0	70	0	170	
5230.90 DEPRECIATION	0	0	0	0	0	0	0	24,000	24,000	
5250.90 DUES & SUBSCRIPTIONS	150	53	53	6,268	0	210	300	945	7,986	
5270.90 EDITORIAL EXPENSE	0	5,250	5,300	0	0	0	0	0	10,550	FR edit. overlap
5290.90 EQUIPMENT PURCHASES	0	0	0	0	0	0	0	750	750	
5310.90 EQUIPMENT RENTAL	0	0	0	0	105	2,000	0	0	2,105	
5330.90 EQUIPMENT REPAIRS	0	0	0	0	0	0	0	300	300	
5350.90 RENTILTY EXPENSE	263	289	315	0	0	5,050	473	0	6,389	
5370.90 PHOTOCOPYING	0	0	0	0	0	0	0	500	500	
5380.90 PASTOR/PAST ANNUAL MEETING	0	0	0	0	0	2,000	0	0	2,000	
5390.90 HONORARIA	0	0	0	0	0	5,000	0	0	5,000	
5430.90 INSURANCE	832	832	832	832	832	1,672	1,570	831	8,230	
5450.90 INTEREST	0	0	0	0	0	0	0	4,400	4,400	
5470.90 LEGAL & ACCOUNTING	261	261	261	261	261	261	471	6,561	8,600	
5490.90 MAINTENANCE AGREEMENTS	626	626	626	70	311	626	867	1,497	5,240	
5510.90 MISCELLANEOUS	50	50	50	200	25	300	50	3,000	1,725	
5550.90 POSTAGE & MAILING	7,130	8,625	8,625	575	920	7,100	8,000	5,750	46,125	Decade Bk/IMFL/curric
5570.90 PRINTING-PUBLICATIONS	6,365	107,120	47,380	2,000	0	4,300	16,444	0	185,609	John/IMFL-vol.17/
5575.90 PRINTING-OTHER	4,767	2,415	2,600	0	1,050	5,000	3,250	3,150	22,212	mktg.
5590.90 REFUNDS	3,000	1,200	1,100	100	0	2,000	1,000	0	8,400	
5610.90 RENT	5,217	6,019	5,610	401	803	7,273	8,026	6,822	40,129	incr.operations rent
5630.90 SPECIAL EVENTS	263	0	0	0	0	5,025	0	0	5,288	
5650.90 STAFF TRAINING	300	150	100	0	0	200	0	2,000	2,750	
5670.90 SUPPLIES	2,000	735	263	105	210	1,000	416	5,000	9,729	
5690.90 TELEPHONE	567	210	263	420	79	1,050	830	5,000	8,418	
5710.90 TEMPORARY PERSONNEL	315	2,400	1,575	0	0	630	525	2,000	7,513	edit help/adm.
5730.90 TRAVEL-STAFF	315	105	105	525	0	3,150	105	3,200	7,505	
5750.90 TRAVEL OTHER	0	0	0	360	0	4,132	0	500	5,000	
RECRUITMENT	0	0	0	0	0	0	0	500	500	search for mktg. dir.
TOTAL EXPENSES	79,636	189,026	120,246	27,807	10,024	133,146	115,937	165,055	849,756	
INCOME OVER EXPENSES	100,926	51,851	(37,490)	(20,553)	2,313	4,707	58,544	(142,139)	10,150	

APPENDIX H

NATIONAL COUNCIL ON FAMILY RELATIONS

Staffing

Summary of Plan

1990 # of FTEs

1.00	Executive Director
1.00	Business and Finance Manager
1.00	Certification and Marketing Director
1.00	FRD Director
1.00	Conference Coordinator and Association of Councils Liaison
1.00	Membership Subscriptions, Computer Manager (and Newsletter editor)
1.00	Administrative Assistant to Executive Director
1.00	Receptionist
1.00	Clerical (Supports Executive Director, Certification Director, Business and Finance Manager)
.40	Typist (Supports Membership Director and Business Manager)
1.00	Production Assistant (Supports FRD, Membership, Business Manager, Journals)
.75	Mail Clerk
.45	Clerical - General
<u>1.50</u>	Editorial Assistants (Off-site)
<u>13.10</u>	

NATIONAL COUNCIL ON FAMILY RELATIONS

Staffing

Summary of Plan

1991 # of FTEs

1.00	Executive Director
1.00	Business and Finance Manager
.50	Certification and Marketing Director until 6-30-91 (at full time)
1.00	Conference Coordinator and Association of Councils Liaison
1.00	Membership Subscriptions, Computer Manager (and Newsletter editor)
1.00	Administrative Assistant to Executive Director
.50	Receptionist
1.00	Clerical (Supports Executive Director, Certification Director, Business and Finance Manager)
.40	Typist (Supports Membership Director and Business Manager)
.75	Production Assistant (Supports computer, journals, membership, Business Manager)
1.00	Mail Clerk
2.60	Editorial Assistants (Off-site)
<u>.50</u>	IMFL Data Entry

12.25

NATIONAL COUNCIL ON FAMILY RELATIONS

Staffing

Summary of Plan

1992 # of FTEs

1.00	Executive Director
1.00	Business and Finance Manager
1.00	Conference Coordinator and Association of Councils Liaison
1.00	Membership Subscriptions, Computer Manager (and Newsletter editor)
1.00	Administrative Assistant to Executive Director
.50	Receptionist
1.00	Clerical (Supports Executive Director, Business and Finance Manager and Marketing Director)
.40	Typist (Supports Membership Director and Business Manager)
.75	Production Assistant (Supports computers, journals, membership, Business Manager)
1.00	Mail Clerk
2.25	Editorial Assistants (Off-site)
<u>.50</u>	Data Entry - IMFL

11.40

APPENDIX I

Recommendations for Structure of the Board of Directors

Membership

1. Membership on the Board of Directors is proposed as follows:

President
President-Elect
Immediate Past President
Program Vice President
Program Vice President-Elect
Publications Vice President
Public Policy Vice President
Secretary
Treasurer
President, Association of Councils
Section Chairs
Chair, Affirmative Action Committee

There are three reasons for recommending that sections be represented on the Board rather than in a Council of Sections that has representation on the Board:

1. Sections are essential to the life of NCFR partly because chairs are in closer communication with NCFR members than other Board officers.
2. Experience on the Board is desirable background for new NCFR officers.
3. It is personally more beneficial for Section Chairs to be members of the Board rather than serve only as Section Chairs. If they do their job well, it will take a great deal of time and their personal reward should extend to the kind of recognition that comes from being a member of the Board.

2. Executive Committee of the Board of Directors:

President
President-Elect
Immediate Past President
Program Vice President
Publications Vice President
Secretary
Treasurer

3. Meetings of the Board of Directors are proposed as follows:

The Executive Committee of the Board will meet a minimum of twice a year in executive session without the full Board:
Spring

Fall (immediately before the annual conference and before the the full Board)

(The Executive Committee will be involved in a minimum of three meetings each year: spring, fall, and fall with the full Board.)

The full Board will meet once a year during the annual conference, before the business meeting. This meeting should be of one-half to one day duration.

The reason for this (and the following) recommendation is to reduce the number of people who participate in discussions on which decisions are made. It is impossible to deal with everything that comes before the Board when the views of so many persons must be heard and considered at each meeting. The purpose of the meeting of the full Board is to hear views on important issues and revise decisions as necessary.

Agendas for Full Board Meetings

4. It is recommended that agenda items for full Board meetings be submitted to the Executive Committee. The Executive Committee will determine what is included on the agenda for the full Board meetings. The President of NCFR may override the Executive Committee and place an item on the agenda for a full Board meeting. Also, an item can be added to the agenda by petition from 40% of Board members who are not members of the Executive Committee.

The purpose of this recommendation is to ensure that full Board meetings are used to consider issues for which a broader NCFR membership input is needed. There are many items currently on Board meeting agendas that do not require extensive discussion and unnecessarily take time away from issues that deserve greater full Board attention.

Role of the Executive Committee

5. It is recommended that Article IX, Section 1, be changed to read:

The Executive Committee is empowered by the Board of Directors to serve as the decision-making body on behalf of the Board when the full Board is not in session. Minutes of the meetings of this body shall be taken and reported within 30 days to the Board at or before its next meeting. Meetings of this committee shall be twice yearly, spring and fall. Additional meetings of this committee shall be convened as deemed necessary by the President.

Changes in Membership on the Board of Directors

6. It is recommended that the following officers no longer be members of the Board of Directors:

Membership Vice President (See Standing Committee section)
President-Elect, Association of Councils
Student/New Professional (See Section section)
Student/New Professional-Elect

7. It is recommended that the following office be deleted:

Membership Vice President

Sections

Sections will remain as specified in Article XI of the Constitution and Bylaws of the NCFR (5/88) with one exception.

8. It is recommended that Student/New Professionals form a section.

As a section, they will have representation on the Board. Also, as a section, it is clarified that (a) this is a group that is to be represented by an elected officer, and (b) this is a group that has access to time on the program.

Currently, there is a Student/New Professional member on the Board, but there is no recognition of this group beyond this membership and requirement for membership on various committees in the Constitution and Bylaws. Also, there is no requirement that they be represented on the Board, just that the Board have a Student/New Professional member.

Also, at this time, annual conference program time is granted to Students/New Professionals, but it is a tradition. By forming a section, there will be a requirement that this group have program time.