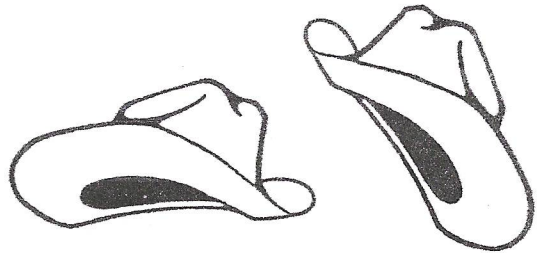


***Heirlooms,  
Heartbeats and  
Hot-air Balloons!***

*Compiled by  
Dottie Frymire  
Bonnie Teeples*



## THE MANY HATS OF LEADERSHIP



Leadership as opposed to management has magic. Not the magic of sorcery or witchcraft, but rather the power of influence that comes with a vision for the future.

Since leadership is like magic, you are to think of this as a magic box --- like Pandora's --- only it is full of leadership hats.

### BASEBALL CAP

When we wear a baseball cap, we are a member of a team. There are no slackers because we are all working together toward the same goal. You know that frogs are very good at baseball --- they catch a lot of flies. We need to catch ideas and throw them to others to help win the game. ONE OF YOUR JOBS AS A LEADER IS TO KEEP THE TEAM ORGANIZED. We need to be sure that our team members understand their position and we don't have the short-stop and the second baseman collide as ball or project bounces away. Sometimes you need to pitch our ideas to see if they are a "strike" or a passed ball. By the way, do you know where the blondes sit at the ball game? In the bleacher seats, of course!!!

### GARDENER'S HAT

Sometimes we wear a gardener's hat. This hat takes time and patience. This hat takes time and patience. The only job where you can begin at the top is digging a hole. Flowers don't bloom overnight. We must cultivate and prepare the soil for growth. We plant seeds of ideas, water them gently and wait for them to grow. We check them periodically and are delighted when they begin to bloom. What a joy it is to see the garden in glowing color. But we must not relax too much. The person who said that a job well done never needs to be done again, never weeded a garden!

### TEN GALLON HAT

Do you know the educational classification of a cowboy? He is called the equestrian oriented bovine motivator assigned to assemblage and containment. This hat is for the BIG THINKER. It is for the leader who knows it can be done. It is for a leader who is willing to ride herd on a group which has many ideas about which direction it wants to go This hat needs long-range vision and a willingness to go the long haul. Don't forget that part of the job is to check the Fences and to mend them as needed.

### CHEF'S HAT

Did you know that they are making a combination food processor and word processor, just in case you have to eat your words? The chef's hat is for a special person --- THE CHEF. The chef can take many ingredients from a variety of people and blend --- not stir up --- blend them together. She may choose from the four food groups --- canned, frozen, take-out, and left over. You cannot beat together or you will lose the flavor. The chef knows just the touch of spice to add to put zest into the finished product. A rule of thumb says that to improve the flavor of a dish add garlic. If that doesn't work, add chocolate chips.

### PARTY HAT

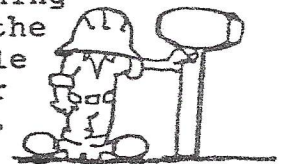
A party hat is a must. Sometimes it takes a long time to choose one. Did you ever think how many fig leaves Eve tried on before she found the one she



wanted to wear? The party hat reminds us that life can be and is FUN! It allows us to express our feelings. We can laugh at ourselves and enjoy a sense of humor. It puts others at ease as we laugh together. Plan a time at each meeting for fun. Just because things seem to be going wrong doesn't mean that you have to be with them,

### HARD HAT

leadership is hard work and you have to work hard at it. The only difference between a stumbling block and a stepping stone is how you use them. A leader has to be a decision maker. Good or bad, a decision is better than none. Remember a diamond is just a chunk of coal that stuck to its business. You must be willing to take risks --- something may fall on your head in the process, but it is worth the risk when you are wearing a hard hat. Successful people have all had failures at some time. We just don't hear about them. Get up and get going or let it bounce off. Don't forget --- coasting along may mean you're going downhill.



As we work our leadership "MAGIC" we wear these as well as other hats. (Mix hats and wear at random.) Sometimes we wear them one after the other so we can hardly get them changed. (wear several at once.) Sometimes they are stacked on top of each other so we seem to be wearing them all at once.

When this happens, it is time for the SOMBRERO. We all need a siesta --- a time for rest and reflection. Take time for yourself and for doing your favorite things. This is the hat which makes the wearing of all the others productive and possible. Did you know that if you put Mexican jumping beans in your pancake mix, you will get a self-flipping pancake?

As OrFCE members, all of us will share our hats in the organization, at home, at work, and in the community.

HATS OFF TO ALL OUR FAMILY AND COMMUNITY EDUCATION MEMBERS  
--- just don't flip your lid!!!!

*Heirlooms,*





# **A History of the National Association for Family and Community Education**

Material for this Unit written by:

**Beverly Sinele**, National Association for Family and Community Education, Public Policy  
Coordinator, Southern Region

Taken from *An Official History* compiled and edited by Charline J. Warren, Past President,  
National Association for Family and Community Education

# National Association for Family and Community Education

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## *What is NAFCE?*

With nearly half a million members in forty-two states and two United States Territories, the National Association for Family and Community Education, Inc., is one of the largest adult volunteer educational organizations in the country. This non-profit organization is made up of rural, suburban, and urban volunteers and provides leadership for *Education With a Difference*. The purpose of this organization and its foundation is to strengthen families through programs of community leadership and continuing education; to empower citizens to actively participate in public decision making on issues that concern children, families and home life; and to promote the effectiveness of volunteer action and support.

### The MISSION of the

### NATIONAL ASSOCIATION FOR FAMILY AND COMMUNITY EDUCATION, INC.

Is to strengthen individuals and families through:

- CONTINUING EDUCATION
- LEADERSHIP DEVELOPMENT
- COMMUNITY SERVICE

## *How NAFCE Began*

The world of women in the early 1900's was, for the most part, her family. Families worked together, played together, went to church together, and prayed together in their homes. They depended on neighbors (who basically had the same lifestyles) for social contact. Even though they might have craved more social contact, families were limited in excursions because of lack of transportation. No cars or even paved highways were accessible in rural areas. Therefore, it was a real treat for women to find time to pick blueberries, walk across the field with her children and share with her neighbor; or maybe hitch up the horse and buggy and visit a neighbor for an afternoon of "women-talk." Life was hard for women. Information to improve their lot in life came slowly. Then came Home-Demonstration. Extension lessons helped to improve the life of rural women.

### Early 1900's

Home Demonstration was a method of "show and tell: teaching actually born in 1903 when the nation's cotton crop was threatened, and the Texas Volunteer Farm Co-Operators (the forerunner of county agents) demonstrated to the cotton farmers how to combat the ravages of the pesky boll weevil.

It didn't take long for the Department of Agriculture to realize that the need for Home Demonstration Agents to help farm women was just as important as county agents to help the farmers with veterinary problems, livestock and crop concerns.

Soon the benefits of a national program to include both farmers and farm women were recognized. Women of rural communities came together in schools, halls, churches, homes, and even shady spots out-of-doors to organize. They called themselves Home Improvement Clubs, Home Bureaus, Tomato Clubs, Canning Clubs, and some even called themselves Homemaker Clubs.

These women valued the experience of learning together in a social setting. Transportation to meetings was often slow and tedious but these ladies made it even when they had to walk. Sometimes cream and egg money paid for lesson supplies. Still, to many of the rural wives, it was their only chance for an education that would make family and home life better.

As early as 1905, special trains in Louisiana carried home economics teachers from Louisiana Polytechnic Institute to give lectures and demonstrators on better practices in homemaking. The first Louisiana home demonstration agent, Miss Elizabeth Price, was employed in 1912. Other states quickly followed this pattern and soon communities across the nation began to share in food preservation, mattress making, quilting parties, egg circles, kitchen improvement contests, and the sewing of clothing and household linens made of feed sacks.

This partnership of USDA, Extension and FCE members had its legislative roots in the Land-Grant Act of 1862 (the first Morrill Act) which granted Federal land to every state that agreed to establish at least one college to teach agriculture and the mechanical arts as well as other scientific and classical subjects. The second Morrill Act of 1890 added historically black public colleges and institutions in 16 southern states to the land-grant system.

The Hatch Act created the state agricultural experiment stations in 1887, and later, in 1914, the Extension Service was established to provide instructions and demonstrations in home economics and related subjects to those not affiliated with land-grant institutions.

To bring about a better way of life for all rural people, the Smith-Lever Act of 1914 created Federal, State, and County funding for the advancement of Agriculture and a Division of Home Economics within the United States Department of Agriculture (USDA).

One sponsor of the bill, Congressman Lever remarked, "Our efforts, heretofore, have been given in aid of the farm man, his horses, cattle, and hogs, but his wife and daughters have been neglected almost to the point of criminality. This bill provides the authority and the funds for inaugurating a system of teaching the farm wife and farm girl the elementary principles of homemaking and home management and your committee believes there is no more important work in the country than this."

Life was hard for women; ordinary household tasks were time consuming and just plain hard work. Home demonstration methods made the tasks much easier. In times of crisis, women in our organization joined together to make life better, not only for themselves, but for the world around them.

### 1930's

Talk of organizing a National Council had been brewing for several years. At the 1934 meeting of the Extension Sector of the American Home Economic Association (AHEA), a committee was appointed to make definite recommendations regarding a national organization for the rural women's



groups. Prior to 1936, it was determined by the Extension Committee on Organization and Policy (ECOP) that the proposed national organization would be made up wholly of rural women, and they should assume full responsibility for calling women together and setting up their own national organization. Extension agents might give council in the matter but they should not take responsibility for decisions. A questionnaire was sent to all states to get reactions and suggestions regarding the name, basis for membership, financial support and further procedure.

At a meeting sponsored by the American Country Life Association, with the USDA cooperating, representatives of state extension home economics groups were invited to participate in a Rural Homemakers Forum held in Washington, D.C., in November, 1934. Delegates expressed the opinion that there was a need for a national organization to provide an opportunity for homemakers to share ideas and experiences for the improvement of home and community life.

At a called session for rural women and members of AHEA during the Rural Home Forum Meeting held in Columbus, Ohio, in 1935, twelve state organizations were represented. An Executive Committee was appointed to function until plans could be completed for a national meeting to be held in June 1936 in Washington, D.C., just prior to the Triennial Conference of the Associated Country Women of the World (ACWW). A separate committee was named to draw up a proposed constitution to be submitted to the states for consideration pending adoption at the 1936 meeting.

Interest in such an organization spread and over seven thousand women were in Washington that day in June 1936 when the National Home Demonstration Council came into being.

From the beginning, members insisted upon improved education in the schools. National attention was focused on nutritional deficiency and diseases aggravated by poor diets of the period. Mothers took turns preparing hot soup which was served in the school; thus early grassroots efforts developed into the first nationwide school hot lunch programs. Clubs raised money to provide kitchen equipment and lunch room space. Improved food quality, nutrition education, immunizations for infants, tuberculosis and well-baby clinics, insect and rodent control, and clean-up campaigns were the focus of the Health program of work.

Through the influence of homemakers, public opinion favorable to investing funds for the establishment of county Public Health Services was created. Thus the people voted to establish county health departments.

Rural reading programs were fostered. Traveling libraries were provided and clubs aided the establishment of 2,858 community libraries. "Bookmobiles" began with FCE volunteers hauling carloads of library books out to country schools. Members worked for community recreation centers to offset juvenile delinquency. Rural choruses were developed by the county and state councils.

Meetings were important to the women. They served as education, inspiration, fellowship, and joy. Lessons on reducing home labor such as short cuts in cooking, sewing, cleaning, and laundry were most helpful. Throughout the years local club members gave invaluable assistance to their neighbors. County agents learned very early that they could not personally reach everyone in their counties. To extend their teaching, they turned to training club leaders to further extend the lessons.

### 1940's

As early as the 1940's women in the organization considered the whole world their neighborhood. The theme for the 1947 Conference was "Harmony in the Home-Order in the Nation - Peace in the World." They realized that education was the means of helping families help themselves.

### 1950's

The 1950's brought concern about polio taking its toll. Members were concerned with flies and raw sewage, which were thought to cause the epidemic. Volunteers began cleanup projects about their home grounds and in their communities. They initiated beautification projects. They studied how to build sanitary outdoor toilets and septic tanks. Many roadside parks, road markers, and community signs were the results of club projects. More than a half million volunteer leaders in the FCE influenced more than 3 million home owners to clean up, repair, replace and beautify.

All the hard work brought benefits for all. FCE had representation at national meetings of Rural Health, Women's Division of the President's National Safety Committee, National Conference on Citizenship, Federal Civil Defense, American Freedom Foundation, National Foundation for Infantile Paralysis, CWC, and the ACWW Triennial Conference. Membership peaked in 1956 with 1,299,804 members.

### 1960's

In the 1960's FCE participated in the President's Committee on Traffic Safety in Denver where FCE was designated in the "top ten" of the 152 organizations working toward removal of hazards to safety. Traffic safety has continued to be an important project for FCE with the safety education

program, B.E.L.T.S. This program taught people nationwide how the proper use of occupant restraints and child safety seats can save lives. The video "On Country Roads" brought life-saving tips on auto safety to thousands.

### 1970's

FCE's contribution to the Nation's Bicentennial Celebration in 1976 was the book *Treasure Trails in the USA*. Initiated by Mrs. Epsy Johnson, Cultural Arts Chairman, the book lists places of historical interest in each state. The book has sold in over 30 countries around the world in addition to every state at home. Members had shown the way to pass on America's rich heritage to its citizens.

### 1980's

In 1981, the national organization began planning their fiftieth anniversary which would occur in 1986. The board asked Eleanor Arnold from Indiana to coordinate an oral history project which would document the lives of American women. This project would include serious and popular history, anecdote, and reflections, professional and lay contributions that culminated in a book, *Voices of American Homemakers*. Not only was the drama, "Rich Lives," produced, but training were held that enabled members to do oral history projects in their own states. This book is now in its second printing.

The first grant from W.K. Kellogg Foundation for Family Community Leadership (FCL) program of \$1,884,206 was received by the FCE Western Region in 1981. At a national dissemination meeting in 1986 all states were offered a \$50,000 grant from W.K. Kellogg. All states and three territories followed suit, applied and received grants for this educational program that is jointly

sponsored by FCE and Cooperative Extension Service. FCL offers leadership workshops that prepare participants for involvement in public policy decision-making. The goals of the program are education, participation, and organization.

### 1990's

As society changed, the 1990's has experienced problems that hurt, confuse, and divide families. Childcare has become a psychological, sociological, and economic issue, debated by the "experts" and dropped into the laps of politicians. At stake is nothing less than the survival of the American family: a child's most basic needs of nurturing and stability . . . its parents ability to provide them. FCE has identified children and the family as its number one priority. FCE is needed now more than ever. With more than 60% of our young mothers working and over 1/4 of the homes as one parent homes, the crucial responsibility of preparing our children to enter school is falling into the laps of Child Care Providers. FCE has embraced this opportunity to help our nation meet its most fundamental challenge of the decade. We've seen an opportunity to touch the future - and we've proudly taken it by the hand.

In 1992 FCE began a 5-year project "What About the Children." With the assistance of Dr. Edward Palmer, one of the founders of the Children's Television Workshop, FCE's target is television and the goals

are to create public awareness about the issue of children's television, to increase the demand for educational and informational programming for children, and to prompt, encourage, and support the use of television as an educational tool to enhance a child's readiness to learn. Children need more friends in high places and FCE hopes to meet these urgent needs through this major focus.

The name was changed to National Extension Homemakers Council in 1964 and was again changed to National Association for Family and Community Education in 1992. The purpose and mission has remained the same during these name changes.



### Heirlooms, Heartbeats, and Hot Air Balloons

From the 1930's into the 1990's, FCE's mission to strengthen families through continuing education, leadership development, and community service has remained the same. Leadership through education is the key; volunteerism is the means. FCE has always had strong roots and vision which allow the opportunity to make a difference and evermore to touch the future. We have many reasons to be proud of our heirlooms. The heartbeats of today's organization are on the cutting edge once again in our world. We will soar with our spirit and dedication in our hot air balloons as we touch the future. FCE's mission - past, present and future - connects with the needs of families.

# History of NAFCE

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## **Early 1900's**

A "show-and-tell" education began for rural women that would make family and home life better.

## **1930's**

A questionnaire was sent to all states to get reactions and suggestions regarding name, basis for membership, financial support, and further procedure for the organization.

## **1940's**

The whole world as a neighbor was emphasized with the theme for the 1947 Conference "Harmony in the Home - Order in the Nation - Peace in the World."

## **1950's**

Membership peaked in 1956 with 1,229,804 members.

## **1960's**

The safety education program B.E.L.T.S. taught people nationwide how the proper use of occupant restraints and child safety seats can save lives.

## **1970's**

Treasure Trails in the USA by Cultural Arts Chairman Epsy Johnson, was sold in all states plus in thirty countries.

## **1980's**

The first grant from W.K. Kellogg Foundation for Family and Community Leadership (FCL) was received by FCE.

## **1990's**

In identifying children and the family as its number one priority, FCE begins a 5-year project "What About the Children", creating positive steps of public awareness in television programming and viewing.

## Suggestions for NAFCE History Lesson

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A special thanks goes to Charline J. Warren for her dedication and hard work in compiling and editing An Official History of National Extension Homemakers Council, Inc. This has been the reference for this brief history. In presenting this lesson to a group it is recommended that a the presenter review the history book, actually taking it to the group for them to see and enjoy for themselves the tremendous heritage. (See order form on page iv in introduction.)

The true/false quiz may also be made into an overhead, poster, or handout. It would be good for an introduction into the lesson or as a closing review. Since all the answers are true, the presenter should not have difficulty in the presentation.

One might present this lesson on our FCE history in different ways depending on how much time was available.

The decade chart may be made into an overhead, poster, or handout. This is a brief synopsis of our history.



## OUR FCE HEIRLOOMS

*YIKES!! A QUIZ??!!*

Pre-test

Questions

Post-test

Circle one:

- |        |  |        |
|--------|--|--------|
| 1. (A) | 1. Where is the National F.C.E. headquarters located?  | 1. (A) |
| (B)    | (A) Omaha, NE  | (B)    |
| (C)    | (B) Burlington, KY   | (C)    |
| (D)    | (C) Sioux City, IA   | (D)    |
|        | (D) Knoxville, TN  |        |
| 2. (A) | 2. Who served as one of the first advisors to the Oregon Association for Family and Community Leadership (formed in 1932)? | 2. (A) |
| (B)    | (A) Claribel Nye   | (B)    |
| (C)    | (B) Elizabeth Cady Stanton   | (C)    |
| (D)    | (C) Cornelia Marvin Pierce   | (D)    |
|        | (D) Eleanor Roosevelt  |        |
| 3. (A) | 3. Where is Mini-College held?   | 3. (A) |
| (B)    | (A) At the Extension offices   | (B)    |
| (C)    | (B) At C.O.C.C   | (C)    |
| (D)    | (C) At the F.C.L. conferences  | (D)    |
|        | (D) At O.S.U.  |        |
| 4. (A) | 4. What skills are developed at the F.C.L. conference  | 4. (A) |
| (B)    | (A) First-aid  | (B)    |
| (C)    | (B) Leadership   | (C)    |
| (D)    | (C) Cooking  | (D)    |
|        | (D) Financial Record-keeping   |        |

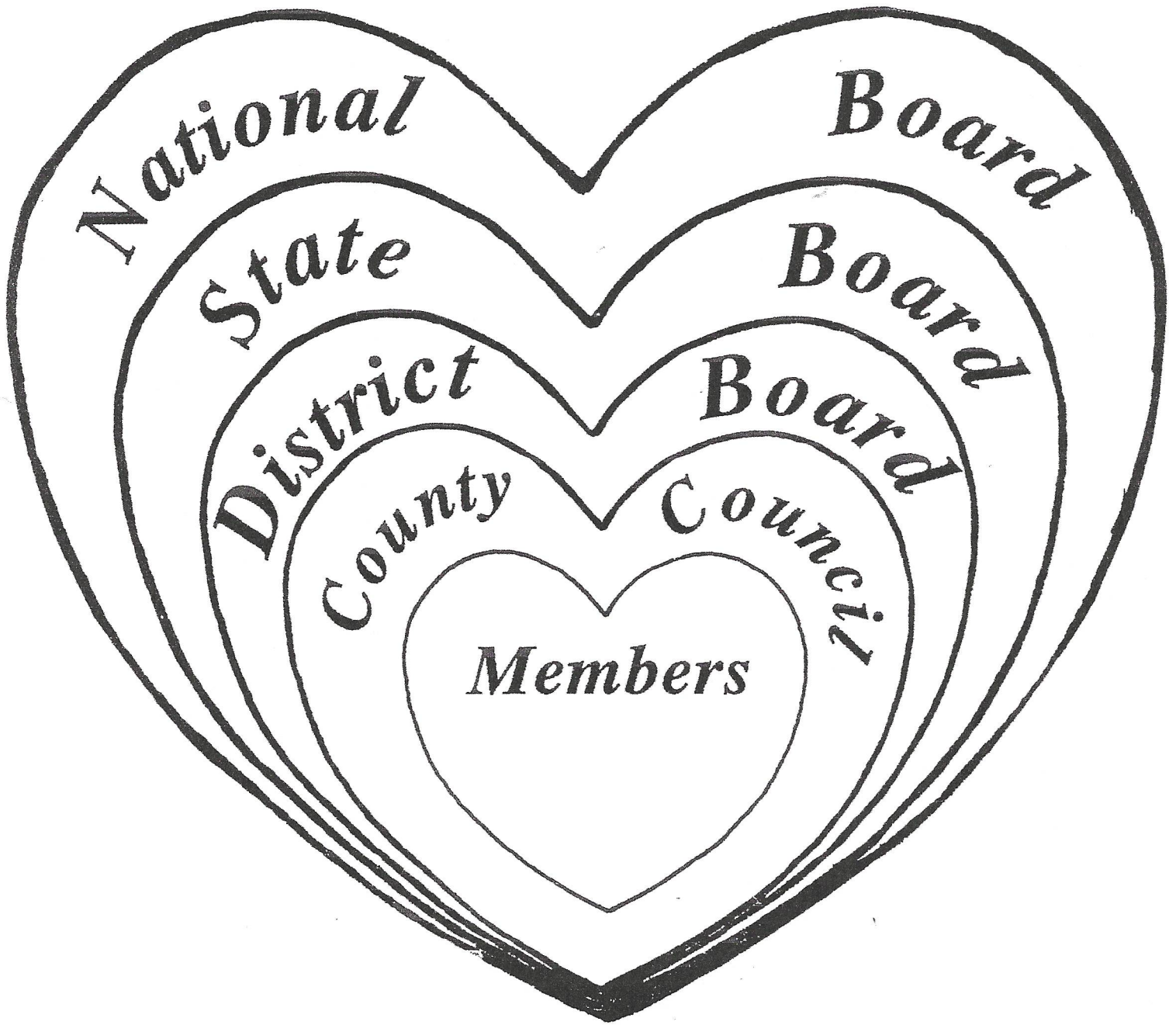
5. What is one reason why F.C.E. members should keep a C.V.U. logbook?
- |        |   |        |
|--------|---|--------|
| 5. (A) | (A) To keep track of personal finances                          | 5. (A) |
| (B)    | (B) To remember important F.C.E. dates and events               | (B)    |
| (C)    | (C) To record their own personal journals toward self-awareness | (C)    |
| (D)    | (D) To document hours of community service                      | (D)    |
- 
6. What do K. Ethel Lathrop, Eleanor Trindle, Esther Kirmis have in common?
- |        |  |        |
|--------|--|--------|
| 6. (A) | (A) Each has an Oregon FCE memorial scholarship fund named after her | 6. (A) |
| (B)    | (B) Each is a current state officer for FCE                          | (B)    |
| (C)    | (C) Each has served as a National FCE president                      | (C)    |
| (D)    | (D) Each of them was a keynote speaker at the 1993 FCL conference.   | (D)    |
- 
7. How often does the chairperson fill out a "Tell it Now Report?"
- |        |               |     |
|--------|---------------|-----|
| 7. (A) | (A) Weekly    | (A) |
| (B)    | (B) Monthly   | (B) |
| (C)    | (C) Quarterly | (C) |
- 
8. How often does the County Council meet?
- |        |               |     |
|--------|---------------|-----|
| 8. (A) | (A) Weekly    | (A) |
| (B)    | (B) Monthly   | (B) |
| (C)    | (C) Quarterly | (C) |
| (D)    | (D) Annually  | (D) |
- 
9. Who serves on the County Council?
- |        |   |     |
|--------|---|-----|
| 9. (A) | (A) The study group officers                        | (A) |
| (B)    | (B) Nominated representatives from each study group | (B) |
| (C)    | (C) Extension Agents                                | (C) |
| (D)    | (D) The District Director                           | (D) |

*SPECIAL THANKS to Beverly Forman, Antelope, Oregon*

## TRUE OR FALSE QUIZ

- |     |  |     |
|-----|--|-----|
| T F | 1. Oregon Association for Family and Community Education (OrFCE) was organized in 1932   | T F |
| T F | 2. Early FCE grassroots efforts concerning school nutrition developed into the first nationwide school hot lunch program.  | T F |
| T F | 3. "Bookmobiles" began with FCE volunteers hauling carloads of library books out to country schools.   | T F |
| T F | 4. April 5th has been designated the "Support the nationwide Family Choice-TV pledge campaign," making a written pledge to tune out violence on television.  | T F |
| T F | 5. To many of the rural women in the early 1900's, "the club" was their only chance for an education that would make family and home life better   | T F |
| T F | 6. Our members have called themselves Home Improvement Clubs, Home Bureaus, Tomato Clubs, Canning Clubs, Homemakers Club, and FCE members. Although the name has changed several times, the mission has not changed. | T F |
| T F | 7. February 27, 1992 NAFCE name change was adopted.  | T F |
| T F | 8. The National Association for Family and Community Education, Inc. is one of the largest adult volunteer educational organizations in the country.   | T F |





## MARKETING FCE

### Overhead #1

Visiting about membership can be likened to the saying, "which came first the chicken or the egg?" There's two places equally suited for a beginning and it's a toss up as to which way to go. I am choosing the more generic beginning for that is where we have to begin in building new membership.

Before we can begin to recruit new members, let's say those who don't know us, those who've never heard of FCE or Extension Homemakers, we have to determine some basic pieces of information. We have to identify:

### Overhead #2

1. the product
2. the customer
3. the competition

After we've identified these three things, then it's a sell job. We have many, well intentioned members who are trying to sell without knowing what the product is that they are trying to sell. Or perhaps, selling a product to the wrong customer. I say that because many have said that they joined to do crafts. They were recruited or marketed to join a craft organization. Of course, when that happens, the end result is a member who joined but doesn't stay very long.

Recruiting the member today is very different from recruiting the member of 50 years ago. 50 years ago, most all recruitment was in rural area. Most everyone, in rural areas, needed to know how to preserve their food supply. They made their own clothing, soap and mattresses so their needs were clearly defined.

1. The customer, the rural woman, was a known.
2. The product, life skills, was readily known.
3. The competition – well there really wasn't any competition.

So it was easy to build a membership 50 years ago because the product, the customer and the competition were easily known and that is what was marketed or sold. And membership grew and it grew fast.

During the 1950's, times were changing. Farm families began moving to urban areas. Our organization hit its all time high in membership during the 50's. Then membership hit the decline that has been happening for the last 35-40 years. At that time, 35 years ago, we should have revisited the product, the customer and the competition. Reading the history of the organization clearly shows what happened. The product changed. No longer were our members making soap and mattresses.

**MARKETING FCE Cont.**

Modern conveniences were in our homes – conveniences such as running water, electricity and indoor plumbing. The customer remained the same woman in need of a new product. The product should have been redefined. And we should have

been looking at the customer base, keeping the existing customer with a new product and, at the same time, identifying a new customer for the future of the organization. The new customer being the urban woman who had not just arrived from the rural area.

This type of situation has continued to take place for the past 35-40 years. As it has taken place, several things have happened.

1. Today, the product is questionable. To some, the product is education on up to date family issues. To some, the product is crafts. To some, the product is social clubs. To some, the product is CES.

As times changed and membership questioned the product, the Cooperative Extension Service became the product and members sold or marketed CES as the product. That is still evident where and when we call ourselves Extension Clubs and Home Extension. Some members actually believe that we are part of CES. Fine to market CES.

2. Today, it is questionable who the customer is. For example, some members view only themselves as the customer. They want a program brought to them and after they receive the program believe this is what the organization is and should be. To others, the customer is the public. To others, the customer might be one in need.
3. Today, we can probably agree that the competition is everywhere and statistics show that there are new organizations forming more than ever before in history. Existing organizations are in trouble if they can't change.

There is a saying "Love is Blind." Thus means that when we are with someone over a long period of time, we become blinded by things that bothered us early on. The same thing can happen to an organization. Long time members often cease looking through the same glasses as a new or potential member. For that reason, an organization must continue to periodically look at:

1. the product
2. the customer, and
3. the competition

**MARKETING FCE Cont.**

Let us now visit a little bit about the business side of the organization. The long time local member doesn't really understand this aspect of the organization, but you, as officers and leaders must be tuned in to all aspects of the law that deal with not-for-profit and 501(c)(3) tax status: You are responsible to do the best you can to understand and comply with these laws. I mention this primarily for one reason. If

you are a 501(c)(3) organization which is a charitable organization, the laws are pretty strict. For example, if the organization is listed as an educational organization, the programs, received by the membership, must be meaningful education programs. Craft programs, flower arranging or fancy table settings won't qualify in the education category. Now, that doesn't mean you can't do these things but that can't be the product that we sell or market to a potential customer, also known as a member. We must pay close attention to the dispersement of funds as well as fund raising activities - how they're advertised and how funds are dispersed, depending upon advertising.

As we move toward building membership, do we all recognize the product. The product is the need of the customer. FCE's printed information says that our product is education, training and leadership development on issues that affect the family. Can we all agree with that? We will talk about new recruitment and servicing the existing member.

Let's now go to talking about memberships remembering: the product , the customer and the competition.

Before you can build membership, you have to know what type of member you're going to attempt to reach. Membership is not "one size fits all". How we recruit a new member and how we treat an existing member may require two methods as we'll see.

Let's look at types of memberships/customers and where we might find them:

**Overhead #3****Types of Members**

1. need to know members "how to"  
These are the members who joined 50 years ago. Remember, those in need Of learning life skills to survive in a healthier, safer environment. Do we have a product to offer this member? Is this a potential customer? I think you'll see we do.

**MARKETING FCE Cont.**

2. helping others/society  
This type member fits many of you. I fall in this customer category. I used to be in category one but after learning the basic life skills, a pay back seemed in order, thus moving to category two. These are members who want something more, something better for our society and since we joined the FCE organization, we especially want to make a better world for our children and families.
3. collaborative member  
The one or group who wants to join forces with others to secure success on common issues.
4. support/social  
This may be the long time member who may not be able physically, to accept much responsibility. It could also be a new group of people who might come together for support purposes in the beginning.
5. global interest  
There are some who might be interested primarily in the global aspect of the program. They may be people who are mobile and who travel a great deal and don't stay in one place long enough to take root or contribute as they would like.
6. other  
One member told me, at ACWW meeting in New Zealand, that she was an FCE member because she liked to travel. She goes to all the ACWW conference and the national meetings but doesn't participate much otherwise.

Well, we've identified six types of customers or members. Will we market the product to all of them? If we do, can we expect to keep them as members? Where will we locate these six types of customers?

**Overhead #4**

Let's take them as we just listed them:

1. need to know member, "how to"  
Do we have a product to market to this customer? Do we ever! That's what this organization was built on. But remember, this product while it may be perfect for the "how to" member would not at all attract another type member. There is a huge potential customer base with this type membership. They may be found in:

**MARKETING FCE Cont.**

- \* low income neighborhoods
- \* housing projects
- \* head start programs
- \* minority groups
- \* illiterate
- \* crafts
- \* aging centers
- \* youth groups

You can often make contact through the Salvation Army, Goodwill, Department of Human Services. While some may be able to pay dues, some may not. You might try getting a local business to sponsor a group. There are businesses who sponsor business women and pay their dues. Why can't businesses support a FCE type membership. It is of benefit to the community.

**Overhead #5****2. helping others/society**

From this group, will come your staying power, your financial supporters and perhaps your leadership. These customers want a better world and often would like to see people grow to their full potential. They believe in the saying "give a man a fish and he'll eat for a day; teach a man how to fish and you feed him for a lifetime". This group receives satisfaction from teaching, training and sharing. And also know that taxes and costs to society can be reduced by this type volunteerism. In return, they grow from helping others. We can find these members:

- \* newly retired
- \* PTA's
- \* churches
- \* other organizations
- \* business/industry
- \* new comers clubs
- \* libraries
- \* doctors offices (video)
- \* friends and acquaintances

**Overhead #6****3. collaborative**

Here is the potential for another key group to target. These will be customers who share a common interest. This Might be those working with television issue. What about some day care providers you trained? Or individuals involved in literacy projects. These are members who care a great deal about an issue and share a cooperative spirit. There members are found in:

**MARKETING FCE Cont.**

- \* PTA
- \* other organizations
- \* churches
- \* issue groups
- \* youth groups
- \* senior citizens groups

**Overhead #7**4. support/social

Some of these members are existing long time members. Some of these members are the one who have dropped their membership. While some might question a member being involved for support/social reason, I contend that there is a place for this member if they are so inclined to be a part. This member may not place a \$12.50 dollar value on a social/support membership. They can, with their dues, help further the cause of the organization. And they are support for one another. This is a membership that shouldn't be discouraged especially if the member has been active in earlier years.

Support groups might be organized in homes for the aging, cancer clinics, doctors offices. New groups might form in counseling centers for widows and widowers. This group could become a "helping others" group after a little time.

**Overhead #9**5. global member

This member might join to be active only in the International program which , for FCE, would be ACWW or FCE global activities. These potential customers might be found in travel agencies, people involved in sales of an international product or someone employed by a corporation that does business globally.

6. other

This category is for anyone else – from the one who wants to travel to the one who joins an organization simply for social status or other personal reasons that really have little to do with the organization

As I see it, these are the membership types and where they can be found. You probably already knew where to find a member. The problem most of us have is that we don't like to think of ourselves as salesman and recruiting membership is a selling or marketing job. Don't you just cringe when you get the call to go collect money in your block or neighborhood for a cause -- even if the cause is a good one? It's difficult for most of us. That's why it's

**MARKETING FCE Cont.**

extremely important for us to examine our own reasons for being a member, especially if we serve in a leadership position. We have to know why we belong before we can sell the product. Some of us will never be able to sell the product because of our own personal membership classification. If we are a member in the social classification, the global or other classification, it will be practically impossible for us to make a sale because we're not involved to sell the product FCE has to offer. If we find ourselves in a leadership position and for any reason just can't sell FCE's product – then for heavens sake delegate! It is not fair to that membership base to go untended. The main reasons our membership has dropped continually for the past 35 years is to fold:

- \* We are aging out, and
- \* We haven't actively recruited new membership. I ask you, but don't want to know your answer: "How many new members have you brought into the organization over the past five years? I hope you like your answer better than I like mine.

**Overhead #10**

Are you set up, as an organization, to accept membership? Who disperses the membership form? Who collects it – the organization or CES? If someone wanted to join this organization in your community who would they seek out as a contact? Who keeps the membership lists? Do you study your list periodically to see your gains and losses? Do you do exit interviews with your losses? Do you do random interviews to see why a member has kept a membership for many years? Do you listen?

One of the best ways to acquire new membership is still one on one which gets back to selling. Community meetings, with advertising, is another good way to gain members and acquaint the community with your product, and setting up meetings in the various places where customers are found. We won't find success every time we expend effort but we can't give up. We get up and continue the sell. And gradually one by one we succeed.

There is the saying, "we are what we eat." There is a similar saying for organization, "we are what we pay attention to". Is our letterhead neat? Are our letters free of typos and closed letters due to a dirty typewriter ribbon or key? Are we timely with our information and with the delivery of our services? Are we prompt with our responses? Are we reliable? Quality is extremely important when marketing a product. It's no different than going to the grocery store for a loaf of bread. Will we choose the loaf all squashed up and the end not tightly sealed or will we choose the



**MARKETING FCE Cont.**

loaf in quality, untampered condition? These are things that are important to the customer.

**Overhead #11**

Retaining members is important, although 50 memberships will probably become a thing of the past.

To retain:

- \* market what you are
- \* don't compete with each other, but work together for a common accomplishment
- \* make it simple
- \* have fun
- \* have faith

**Overhead #12**

We all hope it is possible to regain that lost membership. Keep the door open, don't back anyone into a corner. Be positive. Keep presenting the facts. Don't spread rumors and keep personality conflicts separate from organization business.

And finally, as we go about the task of rebuilding and marketing this wonderful organization – Have Faith. "Fear knocked at the door. Faith opened it. And lo, there was no one there."

**Judy Weinkauf**  
**NAFCE Marketing Committee**

**Introduced at Kansas City Meeting, March 1995**

**AIDS FOR BUILDING MEMBERSHIP**

1. Always wear your Organization's Membership pin - It's a great conversation piece.
2. Be Prepared - Carry your business card with FCE identification.
3. Make a list - People in business, social contacts, civic and religious acquaintances, family, and others.
4. Rate the Prospects - Develop a list of 4 to 6 names with the most interested at the top and others in descending order of interest.
5. Convince your Choices - Determine if you or someone else in your club/county can get a positive response from each prospect.

**ASK FOR HELP**

- Schedule a meeting - make an appointment. If necessary take someone with you who can get a positive response.
  - Present the facts - briefly outline what the "Family Community Education" organization is all about; tell how it has worked for you.
  - Present the benefits - explain how you believe your prospect can benefit, and how each person helps and learns from each other.
  - Keep it short but direct - ask if your prospect has any questions. Be prepared to provide more details in this dialogue.
  - Extend an invitation - and give the prospect your card.
6. Follow-up
    - Send a written invitation as a guest.
    - Call to pick up prospect for next meeting.
    - Extend an invitation to join (follow up with a letter, if you believe this would assist the person.
    - If you get a "No", try to determine objections and obstacles and try to make a current "No" a future "Yes".
    - Seek referrals - everyone on your list may have a prospect; be prepared to ask for names, addresses, and the telephone numbers.

Remember - The success of your club depends on YOU . Our "Family Community Education" organization has something for everyone, and everyone has something they could contribute to "Family Community Education".

**Fayola Muchow - NAFCE Marketing Committee  
Introduced at Kansas City meeting, March 1995.**

**MEMBERSHIP DEVELOPMENT**

Building membership is important and challenging for all clubs/groups of any organization. Each year the organization loses members for a variety of reasons. Therefore, membership building should become a constant, ongoing process. Most of us want more members, which means we have more variety, more ideas, more feedback and better learning.

Every organization should consider the importance of **PLANNING**. It is a skill leaders of an organization need to acquire. Planning is one important skill, but it is not the only one. Leaders in organizations should have a compelling idea of where the organization needs to go, what type of members it will attract, what benefits it can provide, and how the organization needs to be perceived in the community if it is to thrive and grow.

Who should be responsible for membership? It can and should be the goal of each member to ask people they contact to come and visit a meeting, and encourage their becoming a member. You may choose to divide the club group into teams, or award points individually. Either way choose awards that will encourage all club members to seek new members.

**RECRUIT** from all available sources, community organizations; groups organized for a specific cause; business and industry; organized groups in the suburban and rural area. Contact the local Chamber of Commerce for names and contacts organized in the community. When possible make presentations at meetings in the community. Have available brochures with information about your Family Community Education Organization. Keep the Mission Statement of our National Organization on the brochure and in your mind.

The Mission of the National Association for Family and Community Education is:

To strengthen individuals, families and communities through:

Education  
Leadership  
Action

Publicize your club meeting time and location in local newspapers. If business and industry places have an in house newsletter ask if you can include club meeting information in it. When possible include a brief statement about the program to be presented. Plan a guest night and invite prospective members. Ask your guest to bring a friend. Be prepared to have a well organized meeting and program.

**MEMBERSHIP DEVELOPMENT Cont.**

Following this meeting send a letter thanking them for attending. Explain again the benefits of participation. Include another organization brochure and other

informational pieces about your club/group. Include the cost of a membership; time and location of your next meeting; who to contact for more information. Also an invitation to return and apply for membership. Follow-up with a phone call and offer a ride to the next meeting.

**WELCOME** your guest warmly. Ensure that guests are greeted immediately upon their arrival. Remember you are in a comfortable environment, but they are not -- yet anyway. Answer any questions they may have and explain the meeting as you proceed with it.

**IMPLEMENT a MENTOR** program. When you have someone who has come on their own, or one who was invited and came on their own, assign a mentor to each new member. The mentor will explain the organization, what activities your group is involved with. Explain the different levels of organization - national, regional, state, county, and club. Keep them mindful of the purpose of FCE and their outreach.

Give attention to **MEMBER RETENTION**. Meeting the member's needs is the objective of any organization with a purpose. Learning what the member wants is the first step in meeting those needs. Develop a member interest survey as a means for members to express their interest, needs and goals. Base your club education on the results of this research.

Ben Franklin once said, "A penny saved is a penny earned". The same principle applies to members: Every member who didn't leave your club is one less new member that you will have to recruit to bring your club to the number you wish.

**ANALYZE** reasons members miss meetings. There may be a variety of reasons. Find out what they are and try to work around them. Try to ensure that everyone has a place in the meeting. Members are most apt to attend if they have a responsibility and feel they will be missed.

**EVALUATE**. Continue evaluating your meetings. Are they meeting the interest and needs of your members?

**PLAN TO SUCCEED**. Keep a **POSITIVE ATTITUDE**. Believe in the merits and goals of our educational organization. The Family and Community are the focus. Our goal is to Educate, Assist others to build up their Leadership abilities and be Active in our Communities.

Introduced at annual conference, August 1995

**IDEAS FOR MEMBERSHIP RETENTION**

When members drop out each member feels the loss, as does the entire organization. If a club is going to maintain a healthy number of members, we should plan to add four new members each year for every 10 existing members.

Consider the following ideas for keeping you current members:

- Ask the members what they really want and expect to obtain through their membership in "Family Community Education". A confidential membership survey can be helpful for the member to offer some insights.
- Incorporate the ideas and desires of the members into the meetings. Seek their assistance if they are willing.
- Find a way to meet individual club needs if they are not being met. Many feel they do not have the opportunity to speak.
- If there are complaints or problems, try to resolve them quickly. Members will have a greater respect for club leaders, and want to remain in the club.
- Consider a mentoring program in your club. Ask a member to call and spend some time with a member who is showing disinterest and having absenteeism. Assist them to better understand the organization, and to assess where their interest may lie.
- Spend time in officer training. This will help the club meeting to run smoothly and the member's satisfaction will increase.
- Take some time to set club goals and measure the performance. Take time to acquaint all members with the goals. Review them often to assess if they are being met. Review often the Mission of the organization. Do the goals meet with the over-all Mission?

Think of the word "Triumph" - It is just "Umph" added to "TRY". We may have to exert a little more "Umph" to realize our goals, but it will be worth it.

**Fayola Muchow**  
**NAFCE Marketing Committee**

**Introduced at Kansas City meeting, March 1995**

**FAMILY COMMUNITY EDUCATION - THE SALT OF THE EARTH**

It may surprise us to consider that the secret to membership building may lie in your club's programming, not promotion.

There is a saying that "variety is the spice of life", so why not let variety spice up your club.

Suggestions:

Select one meeting every two or three months as a "Theme Night/Day". For example:

- January: New Year's with resolutions; Superbowl Sunday (wear helmets)
- February: Valentine Day; President's Day; Leap Year - How to use that extra day
- March: Exchange a plant or a package of garden seeds; St. Patrick's Day; Dress for the Mardi Gras
- April: April Fool's Day (backward meeting); Cherry Blossom Time; Tax Man Taketh/Giveth
- May: May Day baskets; Mother's Day (wear hats); Memorial Day
- June: Flag Day; Graduation; Father's Day (picnic for family)
- July: 4th of July party with fireworks; Swimming party with a picnic
- August: Celebrate the Gold Rush Days; Attend a Fair (ride on the merry-go-round; Plan to exhibit at the fair, especially to tell about FCE)
- September: Why do we have Labor Day? Plan your subjects as if you were going back to school
- October: Halloween party (wear masques); Host Oktoberfest and invite others to join you; Share facts about Christopher Columbus
- November: Thanksgiving Day (bring food items for another family) Election Day (discuss issues); Veteran's Day
- December: Christmas Past/Present - any difference?; Snow Day - Do what you do with your time on such a day

Publicize the special events you do and ignite the community about Family Community Education.

Invite someone in the community to share information about your Theme Night, or about some other interest in the community.

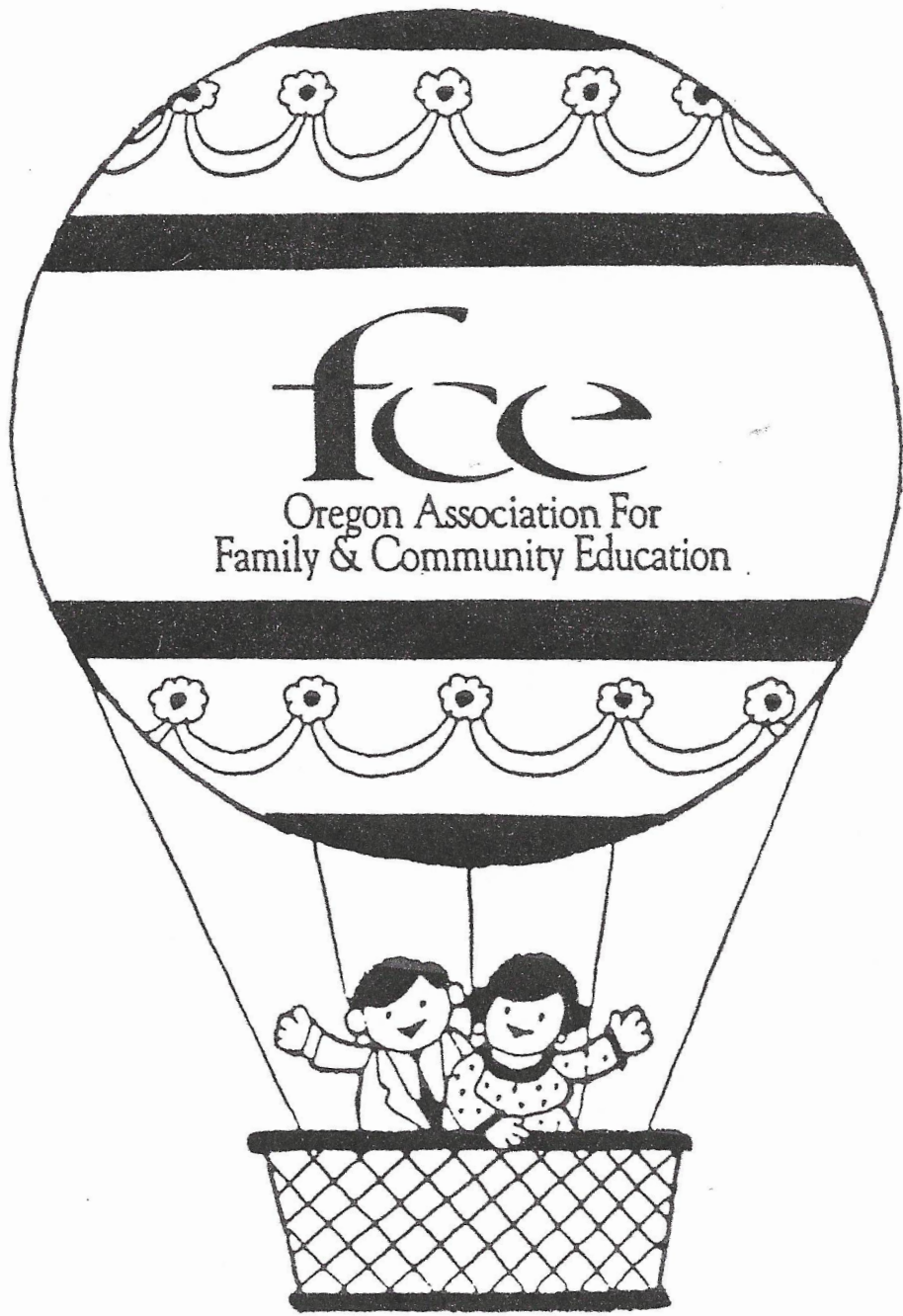
Consult with the club, county, state Vice President for Education, and/or Public Policy as to your interests in the program emphasis. Share what you could contribute to enhance and communicate with others.

Entice each member to plan an educational program and challenge them to bring guests to the meeting.

YOU too can add some SPICE to life!

**Fayola Muchow - Marketing Committee - Introduced at KS City meeting, March 1995**

# Hot-air Balloons!



# NFFCE Foundation

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The NATIONAL FOUNDATION FOR FAMILY AND COMMUNITY EDUCATION (NFFCE) was voted into existence in the summer of 1987. The Foundation is for you; it gives you an opportunity to donate in memory of loved ones, to honor friends and family, to donate for personal tax reasons, and to use this for donations in your estate and will planning process. The Foundation is a 501C-3 organization making your donations tax deductible.

In 1987 the dues for the National organization were raised and this caused concern about the amount of money the National organization would be handling, and the effect that would have on the 501C-3 status with the Internal Revenue Service as well as bonding requirements for the Treasurer. The decision of the members of the National Board was it would be in the best interest of all of us to have the Foundation as a protection to the National organization, which is the mother organization.

To do the background work and have the by-laws and procedures in place, the decision was made that the task force would be the people to develop the Foundation. The Task Force was appointed to do a National search to find a location for the Headquarters for the National organization. The group visited five cities to find the location best suited to the membership. The following questions were addressed: Was the location relative to transportation in and out of the area?

Was the location in relationship to the membership? Was the rent affordable? The Task Force was Judy Weinkauff, Chairman, Betty Hilbert, Eleanor Whittemore, Eleanor Crozier, Delores Westbrook, and Jeanne Priester, USDA. The reason for the search for a Headquarters was because this was one of the reasons for the dues raise. While visiting in different locations in the United States, time was planned to work on and to make assignments for continued work to develop the Foundation. In 1989 the original Task Force members signed the corporation papers and the National Foundation became a legal entity.

The following is the object of the Foundation as quoted from the 1993 Handbook:

## OBJECT

The object of the Foundation shall be to support NAFCE by:

- Performing charitable and educational functions;
- Initiating and operating programs that strengthen families, communities, the nation, and the world; and
- Seeking funding for the Foundation.

The first approach for the funding was to encourage the membership to support their own foundation. To encourage this practice *Award Categories* were developed. The first awards were given out at the Foundation function in Portland, Oregon in 1991.



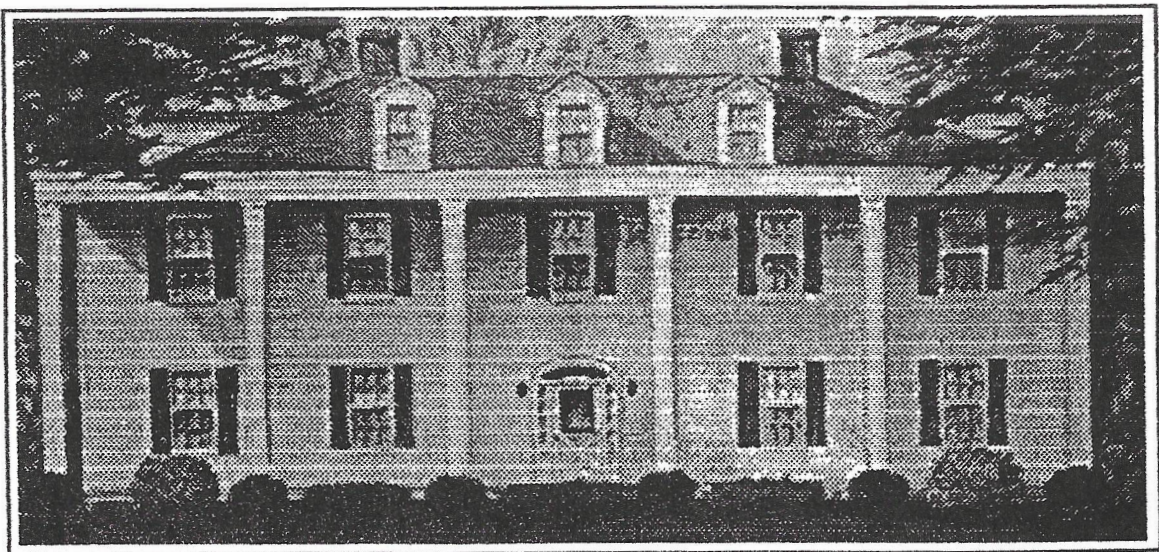
In 1989, Mr. E. Robert Ellis of Burlington, Kentucky, attended the National Conference of NAFCE to tell the members in his own words about the sale of his home to the organization. Mr. Ellis was a reporter for the Associated Press with a strong interest in Extension and the Soil Conservation. His long time interest in the land, the fact that he and his wife, who pre-deceased him, did not have children, made this a perfect match from his point of view. He saw FCE as an organization with the same values that he and his wife considered important. The Ellis House was built in 1941 and is a replica of Mount Vernon, the home of George Washington. It is located near two major highway systems which provides excellent visibility, and it is within 500 miles of 63% of the organization's membership. The front door off the veranda enters into a large foyer and is then divided into two identical apartments. The front two rooms will stay much as it was when a private home, projecting the home image when visitors come to the Headquarters. It was decided, following the advice of the National, that the Foundation would be the one to purchase the home for the National Headquarters. This protects the membership of the organization from having the property sold.

If the organization had made this purchase and money was needed for programming, they could sell the property. This cannot happen with the Foundation as the owners. Upon the death of Mr. Ellis in 1991, the debts on the property were forgiven and the property is owned without debt by the Foundation. Also, Mr. Ellis left the furnishings in two front rooms of the house to the membership of FCE.

The Foundation is still working to build funds for programming for the membership of FCE. In the past there have been grants for the National Organization and it is the duty of the Trustees of the Foundation to continue to look for this type of support.

The guidelines as to who will be the members of the Board of Trustees of the Foundation shall include the President, President Elect, when applicable, Vice-President for Programs, and Vice-President for Public Policy of the National Association for Family and Community Education. The additional members are individual members with a strong interest in the Foundation and many have been members of the National Board.

The Foundation is developing and in time will be a real asset to all the members of FCE.



*National Association for Family and Community Education*