DECA ASSOCIATION OFFICER PLAYBOOK

Dear Association Officer:

Congratulations on earning the opportunity to serve as an association officer. This role provides a meaningful opportunity to develop the knowledge and skills needed to become an academically prepared, community-oriented, professionally responsible and experienced leader. As an emerging leader, you will be empowered to provide effective leadership through goal setting, consensus building and project implementation while upholding ethics, integrity and high standards within your association.

You are about to begin one of the most exciting chapters of your DECA journey. Your selection is a testament to your leadership qualities, hard work and dedication to strengthening this organization. Those who selected you have confidence in your abilities and have entrusted you with the opportunity to define what it means to serve as an emerging leader this year. Throughout your term, continue to embody the role of an ambassador for your association and empower others.

As an association officer you are in a unique position. You represent not just yourself or your chapter, but the entire association you call home. You will be someone others will look to for guidance, for help and for support. It's your role to stay committed to furthering your own leadership journey while giving others the skill sets necessary to do the same.

The Association Officer Playbook is intended to be your guide throughout the year.

[Name]
Chartered Association Advisor
[Association] DECA

[Name]
Association Officer Advisor
[Association] DECA

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NON-DISCRIMINATION POLICY

DECA Inc. is committed to creating and maintaining a healthy and respectful environment for all of our emerging leaders and entrepreneurs. Our philosophy is to ensure all members, regardless of race, color, religion, sex, national origin, age, disability, sexual orientation, or socio-economic status, are treated equally and respectfully. Any behavior in the form of discrimination, harassment or bullying will not be tolerated. It is the responsibility of all members to uphold and contribute to this climate.

ASSOCIATION OFFICER PLAYBOOK

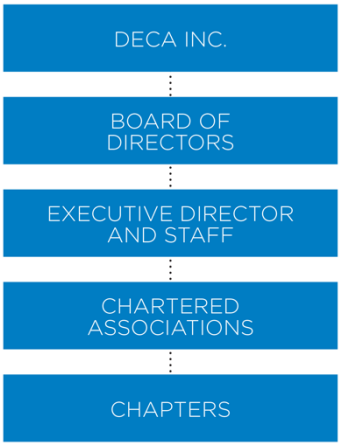
ORGANIZATIONAL STRUCTURE

PERFORMANCE INDICATORS

- Explain the organizational design of businesses (EC:103) (SP)
- Discuss the global environment in which businesses operate (EC:104) (SP)
- Describe factors that affect the business environment (EC:105) (SP)
- Explain how organizations adapt to today's markets (EC:107) (SP)
- Explain the nature of organizational culture (EI:064) (SP)

INTRODUCTION

Your association is part of a network of chartered associations that prepares emerging leaders and entrepreneurs in marketing, finance, hospitality and management. At the local level, members can choose from an array of international learning programs supported by your chartered association and integrate them into classroom instruction to make learning vibrant and relevant.



A GLOBAL NETWORK

With a 75-year history, DECA has impacted the lives of more than 10 million students, educators, school administrators and business professionals since it was founded in 1946. DECA prepares emerging leaders and entrepreneurs in marketing, finance, hospitality and management in high schools and colleges around the globe. DECA Inc.'s headquarters, located in Reston, Virginia, supports both the high school and collegiate divisions and provides services to more than 315,000 members across 4,480 chapters worldwide. DECA Inc. staff members work with chartered associations, the board of directors, the student executive officer teams, program taskforces, the National Advisory Board and others to develop policies, a comprehensive learning program, instructional materials and professional development opportunities to enhance the DECA experience for advisors and members.

YOUR CHARTERED ASSOCIATION

Your chartered association implements programs and manages chapters in a geographical area — usually a state, province or territory. Your association is one of the most valuable assets in providing resources and leadership to help your local chapter thrive. Each chartered association has a key leader, known as an association advisor, who can provide support and put you in contact with DECA chapters in your association. Your association advisor also implements your annual career development conference and leads your delegation to the International Career Development Conference. Your association advisor is a great resource for questions regarding membership eligibility, dates and deadlines, conference registration, competitive events and other activities specific to your chartered association. While DECA Inc. produces guidelines for its comprehensive learning program, competitive events, membership and other activities, your chartered associations may modify them to best fit the association, so it's advised to contact your association advisor for more information.

LOCAL CHAPTERS

DECA chapters are organized around courses, programs of study, academies or other forms of career and technical education programs. High school chapters are recognized by the chartered associations, which set eligibility guidelines for membership. In many cases, high school students with interests in marketing, entrepreneurship, finance, hospitality

or management join DECA when they are enrolled in a course within these content areas that is taught by a teacher who also serves as the DECA advisor. With this close connection to the curriculum, DECA members and advisors are able to integrate DECA activities into the classroom, apply the classroom experience to project-based activities, connect to business partners at all levels and utilize competition to improve their performance.

Local chapters are unincorporated student organizations operating under the authority of the local school district and the chartered association. Chapters (not referred to as a "club") are comprised of student members, chapter advisors, professional members and alumni members. Chapters shall comply with all policies set forth by the local school district and their chartered association. When policies of the local school district differ from those of the chartered association, the chapter shall comply with the most restrictive policies.

To make chapter membership official, members must be registered through the online membership system. DECA members and advisors pay minimal dues to the chartered association and DECA Inc. on an annual basis. The initial deadline for submitting dues is November 15. However, your association may have an earlier deadline.

TIP | Learn more about DECA by reviewing the Student Leader Resource Guide at **deca.org**.

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DECA BRAND

PERFORMANCE INDICATORS

- Explain the nature of corporate branding (PM:206) (SP)
- Describe factors used by businesses to position corporate brands (PM:207) (SP)
- Identify company's brand promise (CR:001) (CS)
- Describe the role of customer voice in branding (PM:276) (SP)

INTRODUCTION

While they say a diamond is forever, the meaning behind this coveted gemstone has evolved over the past 79 years. In 2010, for the first time in nearly 20 years, DECA enhanced its mission statement, guiding principles and visual identity to reflect the progressing educational system and changing demands of the economy. Some things, however, remain the same—the organization's affinity to its symbolic diamond and its commitment to helping teachers prepare students for college and careers. DECA's brand identifies a remarkable experience in the preparation of emerging leaders and entrepreneurs.

Founded as the Distributive Education Clubs of America in 1946, the organization adopted the tagline, "an association of marketing students," and dropped its acronym in 1991 as distributive education programs began to evolve into marketing education programs. Today, DECA prepares emerging leaders and entrepreneurs in marketing, finance, hospitality and management in high schools and colleges across the globe.

DECA's current brand is a result of a multi-year process that involved members, business partners and branding professionals in identifying the organization's value in relation to the global economy and current education needs. Only the fifth visual update in DECA's history, the enhanced logo embraces the organization's affinity for the diamond while displaying a bold, modern design. While the logo is perhaps the most visual change, the goal is to leverage DECA's new message to strengthen the career and technical student organization. That's where the mission statement and guiding principles do the talking. As brand ambassadors of the organization, association officers should understand the brand, uphold its high standards, speak to its key messages and demonstrate the brand through action.

MISSION STATEMENT

DECA's mission statement highlights our connection to the National Career Cluster Framework, which consists of 14 Clusters and 72 Sub-Clusters that serve as the primary organizing structures for Career and Technical Education (CTE) programs. These structures are supported by five Cluster Groupings aligned to purpose and impact of included careers, and three Cross-Cutting Clusters that provide both skills and careers that can stand alone and intersect with all other Clusters. Twelve Career-Ready Practices to ensure that every program includes the skills that are essential to every career and life.

DECA Mission Statement

DECA prepares emerging leaders and entrepreneurs in marketing, finance, hospitality and management in high schools and colleges around the globe.

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GUIDING PRINCIPLES

DECA's guiding principles explain how we fulfill our mission in two statements —the first by addressing what we do and the second by explaining the outcomes we expect of our members through their participation in our program.

DECA's Comprehensive Learning Program

- **Integrates into Classroom Instruction**
  An integral component of classroom instruction, DECA activities provide authentic, experiential learning methods to prepare members for college and careers.
- **Applies Learning**
  DECA members put their knowledge into action through rigorous project-based activities that require creative solutions with practical outcomes.
- **Connects to Business**
  Partnerships with businesses at local and broader levels provide DECA members realistic insight into industry and promote meaningful, relevant learning.
- **Promotes Competition**
  As in the global economy, a spark of competition drives DECA members to excel and improve their performance.

DECA prepares the next generation to be

- **Academically Prepared**
  DECA members are ambitious, high-achieving leaders equipped to conquer the challenges of their aspirations.
- **Community Oriented**
  Recognizing the benefit of service and responsibility to the community, DECA members continually impact and improve their local and broader communities.
- **Professionally Responsible**
  DECA members are poised professionals with ethics, integrity and high standards.
- **Experienced Leaders**
  DECA members are empowered through experience to provide effective leadership through goal setting, consensus building and project implementation.

DECA LOGO AND BRAND GUIDELINES

Our logo is the intellectual property of the entire DECA community. Only officially recognized members, chapters and associations should be able to identify themselves as DECA by using our logos. Private companies should not be able to profit from the sale of items with DECA logos. Individuals and/or groups should not be permitted to use DECA logos to promote unauthorized programs, projects and products. Protecting the name and emblem of DECA is the responsibility of the governing organization (DECA Inc.) and its chartered associations and affiliated local chapters.

Acceptable Use Policy

Chartered associations and local DECA chapters are permitted to use the trademarked official DECA logos and the DECA name on printed materials and websites. In order to use DECA logos and the DECA name on promotional items, such as accessories and clothing, prior permission must be obtained from DECA Inc.

– ADOPTED AUGUST 2010, DECA INC. BOARD OF DIRECTORS

TIP | Be brand savvy by reviewing DECA's Brand Guidelines available at **deca.org/brand**.

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DECA CONNECTS

PERFORMANCE INDICATORS

- Describe factors used by businesses to position corporate brands (PM:207) (SP)
- Identify company's brand promise (CR:001) (CS)

INTRODUCTION

The DECA experience starts in the classroom where students learn business concepts in preparation for college and careers. A powerful instructional component, DECA brings the classroom to life by empowering the teacher-advisor to make learning relevant with educational programs that integrate into classroom instruction, apply learning, connect to business and promote competition. The successful integration of each of these four interconnected components, also part of DECA's guiding principles, results in a strong program that produces college and career ready students.

INTEGRATES INTO CLASSROOM INSTRUCTION

An integral component of classroom instruction, DECA's Comprehensive Learning Program provides authentic, experiential learning methods to prepare members for college and careers. When integrated into the classroom, DECA activities support the knowledge and skill statements in Career Clusters® and National Curriculum Standards. The National Curriculum Standards begin with the **Business Administration Core**, which consists of 12 instructional areas, each with foundational knowledge and skills common to the four career clusters that DECA supports. Each **Career Cluster** then has its own set of instructional areas and knowledge and skills unique to careers within that cluster. Career Clusters are then separated into **Career Pathways**, grouping careers requiring knowledge and skills unique to the pathway.

APPLIES LEARNING

DECA members put their knowledge into action through rigorous project-based activities that require creative solutions with practical outcomes. As members learn curriculum concepts, DECA's Comprehensive Learning Program encourages members to apply their learning to realistic, relevant business settings. DECA members solve complex challenges and make decisions and recommendations all in an authentic business context. DECA's Comprehensive Learning Program also facilitates the development of 21st Century Skills.

CONNECTS TO BUSINESS

Partnerships with businesses at local and broader levels provide DECA members realistic insight into industry and promote meaningful, relevant learning. DECA promotes engagement with business professionals through activities such as competitive events coaching, mentoring, guest speakers, internships and more. Business professionals are a knowledgeable source of industry trends and best practices that can support classroom instruction and applied learning through DECA activities.

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PROMOTES COMPETITION

As in the global economy, a spark of competition drives DECA members to excel and improve their performance. DECA's Comprehensive Learning Program provides opportunities for recognizing members for their mastery of content knowledge and significant contributions to their learning. Whether the recognition is for self-improvement or a competitive achievement, DECA encourages members to develop knowledge and skills to become emerging leaders.

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DECA COMPREHENSIVE LEARNING PROGRAM

PERFORMANCE INDICATORS

- Identify customer touch points (PM:277) (SP)
- Acquire knowledge of company's products/brands (SE:360) (CS)
- Explain the nature of product/service branding (PM:021) (SP)

DECA's Comprehensive Learning Program offers exciting opportunities for classroom activities that connect your instruction to college and careers. DECA's activities naturally support programs of study in the career clusters of marketing, business management, finance and hospitality, giving you tools and resources to incorporate DECA into your curriculum and courses.

DECA's Comprehensive Learning Program enhances the possibility for a greater range of student cognitive abilities to be developed. When using program components as application or extended learning activities, student members are rigorously engaged in relevant exercises that develop the problem-solving and comprehension skills essential for college and careers. DECA's Comprehensive Learning Program supports the development of 21st Century Skills.

DECA's Comprehensive Learning Program includes:

- Challenges
- Chapter Campaigns
- Competitive Events Program
- Educational Conferences
- Educational Resources
- Emerging Leader Series
- Partnerships
- Recognition
- Scholarships
- School-based Enterprises

TIP | Educate yourself about each component of DECA's Comprehensive Learning Program at **www.deca.org/hs**.

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DECA RESOURCES

DECA GUIDE

The annual publication for DECA's Comprehensive Learning Program, including competitive events guidelines, the Advisor Guidebook and Shop DECA products.

» Learn more at **www.deca.org/guide.**

DECA DIRECT ONLINE

This digital platform is the one-stop location for news, tips and resources.
Topics include career insights, chapter strategy, college success, conferences, competition tips, member spotlights, leadership and more.

» Learn more at **www.decadirect.org**.

DECA DIRECT WEEKLY

Delivered directly to students' and advisors' email inbox each Tuesday to inform of the latest DECA happenings and share articles on classroom and chapter strategies.

» Learn more at **www.decadirect.org.**

DECA SOCIAL MEDIA

Be sure to follow @decainc on Instagram, Facebook, X and LinkedIn.

» Learn more at **www.deca.org/communications**.

DECA MEMBERSHIP VIDEO

The annual hype video encourages DECA student members to join the organization.

» Learn more at **www.deca.org/membership**.

SHOP DECA

The official source for DECA-related products, apparel and curriculum materials. DECA Inc. operates Shop DECA from DECA headquarters in Reston, VA.

» Learn more at **www.shopdeca.org**.

DECA+

A subscription portal for DECA members to explore careers and prepare for competition. The portal includes interactive prep tools, industry insights, strategies and more.

» Learn more at **www.decaplus.org**.

BRAND RESOURCE CENTER

Explore a library of 100+ ready-to-use assets, including theme artwork, videos, templates and recruitment resources.

» Learn more at **www.deca.org/brand**.

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DECA GLOSSARY

BUSINESS ADMINISTRATION CORE
The foundational knowledge and skills part of National Curriculum Standards.

CAREER AND TECHNICAL EDUCATION (CTE)
An instructional program that is delivered through comprehensive programs of study to help students succeed in education and careers.

CAREER AND TECHNICAL STUDENT ORGANIZATION (CTSO)
DECA is one of eight CTSOs recognized by Congress and the United States Department of Education.

CAREER CLUSTERS
An initiative by Advance CTE: State Leaders Connecting Learning to Work, career clusters provide a way for schools to organize instruction and student experiences around 14 clusters and 72 sub-clusters that encompass all occupations. The four career clusters relating to DECA are marketing, business management and administration, finance, and hospitality and tourism.

CAREER DEVELOPMENT CONFERENCE (CDC)
These conferences provide a venue for DECA's Competitive Events Program as well as additional career and leadership development programs.

CAREER PATHWAY
Occupations within a career cluster are grouped according to shared commonalities such as knowledge and skill sets or common roles.

CHAPTER
Any unit within a school, chartered by an association, consisting of individual DECA members and at least one advisor.

CHAPTER ADVISOR
The adult charged with the responsibility of providing guidance and counsel for managing and operating the chapter.

CHARTERED ASSOCIATION
Chartered by DECA Inc., these organizations have the authority to operate DECA programs and manage chapters in a geographical region — usually a state, province or territory.

COLLEGIATE DECA
The postsecondary division of DECA.

COMPREHENSIVE LEARNING PROGRAM
DECA's learning programs that integrate into classroom instruction, apply learning, connect to business and promote competition.

CONFERENCES
The official term for district, association or international meetings of DECA.

CONGRESSIONAL ADVISORY BOARD (CAB)
Comprised of members of Congress who are supportive of DECA.

DECA
DECA prepares emerging leaders and entrepreneurs in marketing, finance, hospitality and management in high schools and colleges around the globe. DECA is not an acronym.

DECA INC.
The legal identity of the adult group responsible for the student programs of DECA.

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DECA MEMBER
A high school or college student with career interests in marketing, finance, hospitality and management. DECA members hold membership at the local, association and DECA Inc. levels.

DECA TRANSCRIPT
A document that shows evidence of learning based upon performance in the competitive events program at the International Career Development Conference.

INSTRUCTIONAL AREA
Performance indicators are grouped by similar knowledge and skills known as an instructional area.

INTERNATIONAL CAREER DEVELOPMENT CONFERENCE (ICDC)
Two conferences are held annually in April — one for the high school division and one for the collegiate division. This is the pinnacle event of the year for more than 26,000 attendees at the high school conference and more than 1,500 attendees at the college conference. Competitors vie for the title of international champion in DECA's Competitive Events Program or participate in DECA's Emerging Leader Series.

NATIONAL ADVISORY BOARD (NAB)
Includes representatives from more than 60 businesses, foundations and associations. NAB members provide financial resources, advocacy and a network of professionals to support DECA activities in an advisory capacity at all levels.

NATIONAL CURRICULUM STANDARDS
Specific academic and technical content within a career cluster developed through a project led by Advance CTE: State Leaders Connecting Learning to Work.

PERFORMANCE INDICATOR (PI)
A specific knowledge/skill categorized by instructional area used in DECA's Competitive Events Program.

SCHOOL-BASED ENTERPRISE (SBE)
An entrepreneurial operation managed by members as a hands-on learning laboratory used to supplement, reinforce and enhance the knowledge and skills required for careers in marketing, finance, hospitality and management.

SHOP DECA
The official source for DECA-related products, apparel and curriculum materials. DECA Inc. operates Shop DECA from DECA headquarters in Reston, VA.

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ASSOCIATION OFFICER PLAYBOOK

ROLES + RESPONSIBILITIES

GENERAL DUTIES

PERFORMANCE INDICATORS

- Adhere to company protocols and policies (PD:250) (CS)
- Determine ways of reinforcing the company's image through employee performance (CR:002) (CS)

The primary responsibility of an association officer is to serve the association on a local, state, national and international level. The goal of the Association Officer Team is to motivate and inspire DECA members, advisors, staff, educators and others to achieve the mission of the association and organization.

The average association officer will spend five to seven hours a week working on their association officer Program of Leadership responsibilities. It is important to realize that although academics remain the number one priority, you cannot fall behind in your responsibilities to DECA members. Below is a listing of typical responsibilities for association officers.

- Develop and implement a Program of Leadership
- Maintain regular and timely communication with assigned association staff
- Maintain regular and timely communication with association officer team members
- Maintain ongoing communications:
  - Daily social media presence
  - Communication with chapter officers
- Participate (whether in-person or virtually), as requested, to promote the association at conferences and meetings
- Develop a signature workshop presentation

ASSOCIATION OFFICERS ARE NOT PERMITTED:

- To serve as a judge for any DECA event on a local, district, area, association or international level during his/her term of office.
- To serve as a member of any local, district, or area DECA election or nominating committee.
- To be involved with or support - in any capacity - a local, district, area or association DECA officer candidate's campaign.

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KEY COMPONENTS

PERFORMANCE INDICATORS

- Exhibit a positive attitude (EI:019) (PQ)
- Set personal goals (PD:018) (CS)
- Balance personal and professional responsibilities (PD:179) (SP)
- Explain the use of feedback for personal growth (EI:003) (PQ)
- Manage commitments in a timely manner (EI:077) (CS)

During your term as an association officer, you'll be empowered through experience to provide effective leadership through goal setting, consensus building and project implementation. Throughout your leadership journey, you'll enhance your skills in these key areas.

BRAND AWARENESS + PASSION

In addition to representing DECA's members, association officers represent the DECA brand at large. Association officers are expected to communicate the DECA brand, mission and key organizational messages to a variety of audiences. As a representative of the organization, association officers must abide by certain rules and expectations, including projecting a professional image, using proper etiquette and interacting positively on social media.

LEADERSHIP

Association officers are expected to adapt to various situations and maintain the strength and poise of confident leaders. Association officers must exhibit integrity, responsibility and trustworthiness. They are expected to speak with purpose by communicating in a positive, honest and direct way. Association officers must always be mindful of how their actions depict the organization. Being a leader is not about the leader. It is about those they are leading. Association officers should strive to serve DECA members and put the success of DECA above themselves.

GROWTH MINDSET

As an association officer, there are countless opportunities to grow – personally and professionally. Association officers must strive to become a better leader to better serve the organization in every way. They will accept and implement feedback whenever possible to improve the skills used in this role. In addition, they will learn from others whenever possible – [Association] DECA staff, educators and members. Association officers will accept and seek out constructive criticism and evaluation of their total performance.

ORGANIZATION + MANAGEMENT

The role of an association officer requires a commitment. Association officers are expected to travel, meet deadlines and communicate regularly – all in addition to the other responsibilities in life. To be successful, healthy and happy, organizational skills are crucial. An association officer should excel in time management so that they can give their full attention to the task at hand and focus on the present.

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REQUIRED EVENTS

PERFORMANCE INDICATORS

- Utilize resources that can contribute to professional development (PD:036) (SP)
- Inspire others (EI:133) (CS)
- Recognize/Reward others for their efforts and contributions (EI:014) (SP)
- Identify factors affecting attendee satisfaction with events (CR:056) (SP)

All association officers are required to attend the following conferences as part of their official responsibilities. Failure to attend a required conference may result in removal from the association officer team.

EVENT	LOCATION	DATES	WHO
Association Officer Orientation			All Officers
International Career Development Conference (ICDC)	Atlanta, GA	April 26 – 29, 2026	All Officers
Association Officer Training			All Officers
Emerging Leader Summit (ELS)	Tysons, VA	July 11-13, 2026	All Officers
Chartered Association Fall Leadership Conference			All Officers
The Ultimate DECA Power Trip	Louisville, KY	November 19-22, 2026	All Officers
Association Officer Mid-Year Meeting			All Officers
Advocacy Day at the Capitol			President and Other Officers as Available
District/Area Career Development Conference			
Association Career Development Conference			All Officers
International Career Development Conference	Anaheim, CA	April 15-21, 2027	All Officers

** Travel dates and locations are subject to change throughout the year.*

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OFFICER ROLES

PERFORMANCE INDICATORS

- Explain the concept of leadership (EI:009) (CS)
- Collaborate with others (EI:130) (SP)
- Participate as a team member (EI:045) (CS)
- Use consensus-building skills (EI:011) (SP)
- Motivate team members (EI:059) (SP)

INTRODUCTION

The Association Officer Leadership Team is the core group of DECA members providing leadership to the statewide organization. To ensure success, the DECA mission-based officer positions provide the defined roles and responsibilities needed to support the overall mission and goals of DECA. There are six (6) mission-based officer positions on the [Association] DECA Association Officer Leadership Team. As emerging leaders, DECA encourages officer teams to practice real-world leadership by adopting a structure that mirrors business and industry. DECA officer positions are aligned with the DECA mission to ensure that each aspect of the mission is represented with great leadership.

SPECIFIC ROLES

PRESIDENT

- Practices the “Entrepreneurial” and “Management” elements of DECA’s Mission Statement
- Responsible for connecting members and establishing the association’s vision, management and organization that ensures each association officer has the training, support, accountability and resources to deliver a powerful DECA experience for each DECA member
- Works closely with the Chartered Association Advisor and association officers to ensure that all undertakings are successful
- Acts as the primary brand ambassador and makes as many public appearances as possible on behalf of [Association] DECA
- Uses leadership skills and vision to inspire all [Association] DECA members

VICE PRESIDENT OF LEADERSHIP

- Practices the “Emerging Leaders” element of DECA’s Mission Statement
- Responsible for all leadership activities
- Functions in the absence of the President and performs other duties as directed by the President
- Prepares to assume the duties and responsibilities of the President should the need arise
- Assists in supervising the development and implementation of the Association Officer Team's Program of Leadership
- Plans, organizes and implements an association-wide community service project including publicity needed in order to convey information to chapters, regions, and the business community

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VICE PRESIDENT OF CAREER DEVELOPMENT

- Practices the "Careers" element of DECA's Mission Statement
- Responsible for chapter participation, preparation, and performance in competitive events
- Plans, organizes and implements an association-wide project which will lead to improve competitive skills in written, role play, and testing events for DECA members across the association

VICE PRESIDENT OF MARKETING

- Practices the "Marketing" element of DECA's Mission Statement
- Responsible for initial member recruitment, branding and promotions
- Works with the Chartered Association Advisor to establish agendas prior to all meetings and training sessions
- Maintains documented records of discussions and decisions at meetings and training sessions, and records written minutes of all Association Officer Team group efforts
- Uses organizational skills in order to maintain a clear written record of the Association Officer Team's efforts on an annual basis
- Plans, organizes and implements association-wide integrated marketing communications strategy in order to convey information from chapters, regions, and the business community

VICE PRESIDENT OF FINANCE

- Practices the "Finance" element of DECA's Mission Statement
- Responsible for chapter budgeting, accounting and fund development efforts
- Plans, organizes and implements an association-wide project designed to stimulate stronger partnerships between DECA and business leaders across the association

VICE PRESIDENT OF HOSPITALITY

- Puts into practice the "Hospitality" element of DECA's Mission Statement
- Responsible for connecting members to a welcoming, value-filled and fun educational experience
- Plans, organizes, and implements an association-wide project in order to increase existing chapters' activities and membership levels as well as establish new chapters in schools without current DECA chapters
- Creates an association-wide membership campaign

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OFFICER RESPONSIBILITIES

PERFORMANCE INDICATORS

- Inspire others (EI:133) (CS)
- Lead change (EI:005) (CS)
- Model ethical behavior (EI:132) (CS)
- Follow chain of command (PD:252) (CS)

RESPONSIBILITIES

TO DECA MEMBERS

- As an association officer, you are expected to model **leadership, inspiration and enthusiasm** for all DECA members. The example that you set will affect each member's enthusiasm, involvement and emotions toward DECA.
- At all times, you must exhibit the **qualities of leadership** that will contribute to the growth of DECA through its many members.
- The leadership you demonstrate will directly influence the leadership you **inspire in others**.

TO YOUR CHARTERED ASSOCIATION

- An association officer must be prepared to work with the Chartered Association Advisor in the **growth and development of their association**.
- An association officer should be prepared at all times on any occasion to make **impromptu remarks** or to "say a few words" about DECA.
- It is your duty to **maintain communication** with other members of your team on a weekly basis.
- Chapter members and chapter officer teams must be treated with the **utmost respect**. Without their support, your efforts will be wasted.

TO THE ORGANIZATION

- Your foremost responsibility as an association officer is to **represent DECA members** throughout the organization, not solely the members of your chapter, region or division.
- The entire organization will be judged by people's impressions of you. Consequently, you must always **be mindful of the image you project** in appearance, in speaking and in manners.
- You are responsible for projecting yourself as a **professional student leader**.
- You are responsible for **developing enthusiasm** whenever you speak officially.

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CODE OF PROFESSIONAL CONDUCT

PERFORMANCE INDICATORS

- Adhere to company protocols and policies (PD:250) (CS)
- Follow rules of conduct (PD:251) (CS)
- Model ethical behavior (EI:132) (CS)

As elected representatives of your association's student members, association officers assume a high level of responsibility to conduct themselves in a manner that brings credit to themselves and the organization.

Because ultimate responsibility for the association's finances, procedures and policies of necessity remains the sole purview of the Chartered Association Advisor and/or elected Board of Directors, the association officers are precluded from:

- Entering into any contractual relationship on behalf of the organization and
- Committing the organization to any policy without specific authorization of the Chartered Association Advisor.

By signing this Association Officer Code of Professional Conduct, individual officers agree to abide by the policies described below and to assume responsibility for their conduct while serving as an association officer. The specific areas of violation are listed to provide guidance to the officer and are not to be considered as all-inclusive.

CATEGORY 1 | PROFESSIONAL RESPONSIBILITIES AND STANDARDS

As an association officer, I will:

- Complete and submit all reports and assignments on time and correctly formatted.
- Attend and participate in all called meetings, conferences and appointments.
- Comply with all conference rules and regulations including curfews, dress codes, etc.
- Abide by the officer dress code while representing the association.
- Maintain consistent communication with teammates, members, and association staff members.
- Follow instructions given by the association staff.
- Not use tobacco products.
- Refrain from using profanity or engaging in vulgar or inappropriate language or behavior.
- Act with honesty and integrity. I will not lie, cheat or steal.
- Not consume or possess alcoholic beverages.
- Not engage in any activity that may be perceived as violating the rules of conduct for the function I am attending as an association officer (follow the higher standards of conduct of either the function or the Association Officer Code of Conduct).

Violations of the Professional Responsibilities and Standards may result in probation, travel suspensions and, ultimately, removal from office. These violations are focused on the officer's representation of DECA at any activity. Violations will be documented and penalties assessed by the Chartered Association Advisor.

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CATEGORY 2 | CONDUCT UNBECOMING AN ASSOCIATION OFFICER

As an association officer, I will not:

- Violate the law, including but not limited to:
  - consuming or possessing alcoholic beverages or other controlled substances.
  - theft or other felony crimes.
- Represent someone else's work as my own.
- Engage in any form of sexual misconduct, harassment or behavior that may discredit the organization (including written, verbal or physical conduct).
- Discriminate against others.
- Violate one or more of the Professional Responsibilities and Standards to a degree deemed as extreme by the Chartered Association Advisor (i.e., using excessive profanity to a staff member or advisor, excessive use of alcohol even if of legal age, etc.).

Violations of Conduct Unbecoming an Association Officer will result in travel suspensions or removal from office. A violation of the Conduct Unbecoming an Association Officer does not necessarily have to be associated with the officer's representation of DECA. Violations will be documented, and penalties assessed by the Chartered Association Advisor.

The officer will be notified in writing of any violation when the penalty is assessed.

I, _____ understand and agree to this Code of Conduct.

_____ _____

Officer's Signature *Date*

I have read the above and understand this Code of Conduct as it pertains to the association officer.

_____ _____

Parent/Guardian Signature *Date*

_____ _____

Chapter Advisor's Signature *Date*

_____ _____

School Administrator's Signature *Date*

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ASSOCIATION OFFICER COMMITMENT FORM

To the very best of my abilities, I will strive to…

- Present myself and DECA in a professional manner always.
- Make DECA a priority for my term in office.
- Become knowledgeable in marketing, finance, hospitality, management, entrepreneurship, competitive events and all other DECA programs.
- Travel and complete assignments given to me as a duty of my office.
- Maintain regular communications with my constituents, my Association Officer Team members and the Association Officer Team Advisor.
- Develop into a competent and professional speaker through preparation and practice.
- Accept, internalize and seek feedback throughout my term.
- Serve as a contributing member of the Association Officer Team, always maintaining a cooperative attitude.

Further, I will strictly adhere to the Association Officer Code of Professional Ethics.

- I will not consume/use any alcohol, tobacco or drugs.
- I will maintain a professional image at all times and dress appropriately for all occasions.
- I will conduct myself in a manner that inspires respect through my actions, not through a show of superiority.
- I will avoid places and activities that could reasonably raise concerns about my conduct or character.
- I will use appropriate language in all formal speeches and informal conversations.
- I will treat all DECA members equally and not knowingly engage in conversations detrimental to DECA members, advisors, or staff.
- I will advise the Association Officer Team Advisor concerning all activities in which I participate as a representative of [association] DECA.

Officer's Signature *Date*

I have read the above and understand this code of conduct as it pertains to the association officer.

Parent/Guardian Signature (if under 18 years old) *Date*

Chapter Advisor's Signature *Date*

School Administrator's Signature *Date*

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NON-DISPARAGEMENT FORM

I agree that during my term of office and at any time thereafter, I will not, through any form of communication with members, the public, partners or media, make statements that disparage [Association] DECA in any way, nor shall I encourage others to disparage [Association] DECA.

I understand that forms of communication include, but are not limited to: social media, websites, blogs, vlogs, public forums, interviews, recorded statements, email and other written or verbal correspondence.

I understand that disparagement includes, but is not limited to: critiques, derogatory statements, ridicule, slander, jokes or insults that diminish the reputation, goodwill or interests of [Association] DECA or any of its employees, past or current officers, members of its board, partners, products or services.

Exception for Compelled Truthful Statements. Nothing in this agreement shall prevent the officer from making truthful statements that are required by applicable law, regulation or legal process.

Violations of the Non-Disparagement Form may result in probation, travel suspensions and, removal from office. Violations will be documented and penalties assessed by [Association] DECA staff.

I, _____ understand and agree to this Non-Disparagement Form

_____ _____

Officer Signature *Date*

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CONSEQUENCES AND TERMINATION

Serving as an association officer is both an honor and a privilege. Decades of leadership by student leaders, educators and volunteers have paved the way for this opportunity. Furthermore, you have been selected by your peers to represent them and their interests. This responsibility is not to be taken lightly. Officers who do not fulfill their duties and commitments or act in a dishonorable way will have disciplinary action imposed or may be removed from office.

DISCIPLINARY PROCESS

The disciplinary process includes four levels:

- **Level 1:** Reprimand - A phone call with the Chartered Association Advisor and the offending officer
- **Level 2:** Probation **-** Additional assignments and call with the Chartered Association Advisor and the offending officer
- **Level 3:** Suspension - Officer is not allowed to travel or attend events
- **Level 4:** Removal from Office

SUSPENSION AND REMOVAL PROCEDURES

An infraction of the policies set forth shall result in the suspension or dismissal of the offending officer. The removal procedure is as follows:

- The Chartered Association Advisor will send a written notice, by email, to the officer. The notice will list the officer's infraction(s) and request a letter of the officer's intent to continue serving as an officer. The response must be submitted to the Chartered Association Advisor by email within three (3) days of receiving the notice.
- The officer will enter a suspension period. If the officer's performance does not improve within two weeks, if they fail to meet the requirements of the suspension, or the officer does not appropriately respond to the infraction notice, [Association] DECA will consider the position vacant.
- The officer will receive a written notice, by email, of removal from office from the Chartered Association Advisor.
- Copies of all the above-mentioned communications will be forwarded to the chapter advisor of the chapter from which the officer was elected.

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STAYING CONNECTED

PERFORMANCE INDICATORS

- Adhere to company protocols and policies (PD:250) (CS)
- Follow rules of conduct (PD:251) (CS)
- Model ethical behavior (EI:132) (CS)

COMMUNICATIONS EXPECTATIONS

Association officers should stay in constant communication with the Chartered Association Advisor, association officer team advisor and their fellow association officers. All communications must be responded to within 24 hours. As emerging leaders, e-mail is the preferred means of communication to the Chartered Association Advisor and association officer team advisor. However, during conferences, GroupMe and text are acceptable when necessary. The association officer team will meet virtually every two weeks.

ORGANIZATION PASSWORDS

Throughout their term, association officers may be provided administrative access to certain association accounts (social media accounts, etc.). These passwords must remain confidential, and are not to be shared or distributed to fellow officers, advisors, parents, members, etc.

EMAIL ACCOUNTS

Association officers may be provided a [Association] email account, specific to their position, for use throughout their term in office. Prior to the end of the officers' term, officers must reset and share their password as requested by [Association]. All email communications will be sent to/from the provided email addresses.

CALENDAR

The association officer team will have a shared calendar to include all meetings and events, deliverable due dates, and personal travel and vacations. This calendar must be updated as regularly as possible by all association officers.

DOCUMENTS AND FILE SHARING

The association officer team will utilize a Dropbox/Google Drive folder as the central location for all association officer files and resources. Officers may only access this folder via their association provided email account; the folder should not be shared with any other email accounts. Officers are required to store all final documents in this folder. Officers should not remove any files from this folder without prior approval from [Association] staff.

COLLABORATION

The association officer team will utilize Microsoft TEAMS/Google Chats as a remote collaboration platform. TEAMS/Google Chats is a chat-based collaboration tool that provides remote teams with the ability to work together and share information via a common space.

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PROJECT MANAGEMENT

The association officer team will utilize Redbooth/Google Suite as the central location for all project management collaboration. Officers may only access Redbooth/Google Suite via their association-provided email account. Officers may not associate any email address with the account other than the provided association email account.

SOCIAL MEDIA ACCOUNTS

Association officers may be provided a [Association] Instagram account, specific to their position, to use throughout their term in office. Prior to the end of the officers' term, officers must reset and share their password as requested by [Association] staff. Officers may not associate any email address with the account other than the provided [Association] email account.

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TRAVEL AND EVENTS

PERFORMANCE INDICATORS

- Adhere to company protocols and policies (PD:250) (CS)
- Follow rules of conduct (PD:251) (CS)
- Model ethical behavior (EI:132) (CS)
- Inspire others (EI:133) (CS)

INTRODUCTION

As the elected representatives of the student members of your association, officers assume and accept a high degree of responsibility to conduct themselves in a manner that brings credit to themselves, the organization and the members.

GENERAL CONFERENCE EXPECTATIONS

1. **Be sincere.** Your sincerity will help make people feel comfortable and appreciated.
2. **Speak and act with honesty.** If you always speak with integrity and believe in your own words and actions, others will pick up on this and mimic it, fostering an atmosphere of trust.
3. **Be aware of body language.** Your body language sends a strong message to others, so be aware of your posture and gestures.
4. **Know the schedule.** Take time to know every detail of your schedule, and most important – be on time!
5. **Make time for the members.** A conversation that is simply small talk to you can mean a lot to someone else who is shy or feels their opinion isn't taken into consideration.
6. **Listen to others.** Always listen to what people are saying to you, not just their words. Make it a point to look into their eyes, listen to their words and tone of voice, and watch their body language.
7. **Be helpful.** Your role at a conference is to help the host chapter or association in any way possible. Offer your help frequently and accept all tasks with humility.
8. **Nurture talent in others.** If you notice someone has a talent they aren't putting to use, let them know. Gently offer suggestions of DECA programs/activities where they could learn more.
9. **Say please and thank you.** Having excellent manners will go a long way to help boost your influence with members, advisors and professionals.
10. **Be enthusiastic.** Association officers should always strive to be the most enthusiastic person in the room. You have a passion for DECA, show it!

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ASSOCIATION OFFICER TRAINING

OVERVIEW

The purpose of officer training is to prepare officers to successfully assume their positions. Through participation in a variety of activities, the officers will learn more about their association and DECA, develop leadership skills, and develop their Program of Leadership for the upcoming year.

ROLES + RESPONSIBILITIES

Association officers will:

- Participate in intensive leadership training, including:
  - Team Building
  - Leadership Styles
  - DECA Programs and Stakeholders
  - DECA Branding
  - Communications and Public Relations
  - Presentation and Speaking Skills
  - Executive Presence
  - Workshop Development
  - Project Management Training
- Learn factual information about DECA to provide members with answers to the most frequently asked questions.
- Develop their Program of Leadership including all action plans, assignments and milestones.
- Learn all reporting procedures, policies and collaboration tools.

EXPENSES

[Association] covers the costs of the association officer team's travel, lodging and meals. Association officer transportation is arranged by your chapter. It is **not** permissible for officers to travel to conferences without the supervision of an advisor or parent/guardian.

ATTENDANCE

All members of the association officer team are required to attend.

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EMERGING LEADER SUMMIT (ELS)

OVERVIEW

The purpose of the Emerging Leader Summit (ELS) is to bring together association officers and chapter officers during a three-day intensive leadership experience.

» Learn more at **www.deca.org/els**.

ROLES + RESPONSIBILITIES

Association officers will:

- Gain knowledge and leadership skills which will help them implement their planned Program of Leadership.
- Gain an understanding of the scope of DECA beyond the local, district and chartered association level.
- Meet and network with the chapter and the chartered association officers/leaders to exchange goals, ideas and experiences.

EXPENSES

[Association] covers the costs of the association officer team's travel, lodging and meals. Association officer transportation is arranged by the association. It is **not** permissible for officers to travel to conferences without the supervision of an advisor or parent/guardian.

ATTENDANCE

The chartered association advisor will determine which association officers will attend.

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ASSOCIATION FALL LEADERSHIP CONFERENCE(S)

OVERVIEW

The purpose of the chartered association's fall leadership conference for an association officer is to provide leadership development to the association's members and assist in the overall execution of the conference.

ROLES + RESPONSIBILITIES

Association officers will:

- Gain knowledge and leadership skills which will help them implement their planned Program of Leadership.
- Meet and network with members and chapter leadership teams to encourage and generate enthusiasm for the member/association leader's experience in DECA.
- Serve as brand ambassadors and role models for all attendees and promote enthusiasm for DECA.
- Provide leadership for general sessions, as requested.
- Lead a workshop presentation if requested by your Chartered Association Advisor.

EXPENSES

[Association] covers the costs of the association officer team's travel, lodging and meals. Association officer transportation is arranged by your chapter. It is **not** permissible for officers to travel to conferences without the supervision of an advisor or parent/guardian.

ATTENDANCE

All members of the association officer team are required to attend.

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THE ULTIMATE DECA POWERTRIP

OVERVIEW

DECA's regional leadership conference allows the chartered associations to meet annually. The purpose of this conference is to provide DECA members with leadership training and to acquaint them with the many opportunities available through DECA.

» Learn more at **www.deca.org/powertrip**

ROLES + RESPONSIBILITIES

Association officers will:

- Gain knowledge and leadership skills which will help them implement their planned Program of Leadership activities.
- Gain an understanding of the scope of DECA within various chartered associations.
- Meet and network with members and chartered association leadership teams to encourage and generate enthusiasm for the member/association leader's experience in DECA.
- Serve as brand ambassadors and role models for all attendees and promote enthusiasm for DECA.
- Lead a workshop presentation if requested by the conference host.

EXPENSES

[Association] covers the costs of the association officer team's travel, lodging and meals. Association officer transportation is arranged by the association. It is **not** permissible for officers to travel to conferences without the supervision of an advisor or parent/guardian.

ATTENDANCE

The chartered association advisor will determine which association officers will attend.

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ASSOCIATION OFFICER MID-YEAR MEETING

OVERVIEW

The purpose of the association officer mid-year meeting is to provide a check-in opportunity for the association officer team while also preparing for the upcoming Career Development Conference (CDC) and International Career Development Conference (ICDC).

ROLES + RESPONSIBILITIES

Association officers will:

- Present mid-year progress on their Program of Leadership and make adjustments to meet their goals.
- Work with association staff on Career Development Conference (CDC).
  - Review the conference agenda and identify specific activities each association officer must attend
  - Review roles and responsibilities of the association officer team at the conference
  - Review assignments for the general sessions and conduct preliminary rehearsals

EXPENSES

[Association] covers the costs of the association officer team's travel, lodging and meals. Association officer transportation is arranged by your chapter/association. It is **not** permissible for officers to travel to conferences without the supervision of an advisor or parent/guardian.

ATTENDANCE

All members of the association officer team are required to attend.

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ASSOCIATION CAREER DEVELOPMENT CONFERENCE

OVERVIEW

The purpose of the chartered association's career development conference for an association officer is to support the competition and recognition of your association's members and assist in the overall execution of the conference.

ROLES + RESPONSIBILITIES

Association officers will:

- Gain knowledge and leadership skills which will help them implement their planned Program of Leadership.
- Serve as brand ambassadors and role models for all attendees and promote enthusiasm for DECA.
- Meet and network with members and chartered association leadership teams to encourage and generate enthusiasm for the member/association leader's experience in DECA.
- Provide leadership for general sessions, as requested by the Chartered Association Advisor.
- Lead a workshop presentation, as requested by the Chartered Association Advisor.

EXPENSES

[Association] covers the costs of the association officer team's lodging and meals. Association officer transportation is arranged by your chapter/association. It is **not** permissible for officers to travel to conferences without the supervision of an advisor or parent/guardian.

ATTENDANCE

All members of the association officer team are required to attend.

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LOCAL CHAPTER VISITS

OVERVIEW

The purpose of visiting a local chapter is to engage local members in the opportunities available through all DECA's programs.

ROLES + RESPONSIBILITIES

Association officers will:

- Highlight achievements of the local chapter.
- Gain an understanding of the scope of DECA at the local level.
- Meet and network with members to encourage and generate enthusiasm for the members' experiences in DECA.
- Serve as brand ambassadors and role models for all attendees and promote enthusiasm for DECA.
- Provide leadership as requested.
- Lead a workshop presentation as requested.

EXPENSES

The requesting chapter covers the costs of association officer's travel, lodging and meals. Association officer transportation is arranged by your chapter. It is **not** permissible for officers to travel to conferences without the supervision of an advisor or parent/guardian.

ATTENDANCE

Based upon requests, officers will verify their availability to attend.

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INTERNATIONAL CAREER DEVELOPMENT CONFERENCE (ICDC)

Overview

Join over 26,000 members from associations across the globe for the premier DECA event of the year. More than 15,000 DECA members compete for international recognition and DECA glass within their competitive event category. Thousands of members take part in the Emerging Leader Series and receive leadership training by the top industry professionals. Members and chapters who are SBE-certified receive training and participate in competition through the SBE Academy. Members learn about post-secondary and other opportunities by networking with over 100 exhibitors. Election of the new executive officer team also takes place at this conference.

» Learn more at **www.deca.org/icdc**.

ROLES + RESPONSIBILITIES

Association officers will:

- Assist the Chartered Association Advisor with chapter registration.
- Serve as brand ambassadors and role models for all attendees and promote enthusiasm for DECA.
- Provide leadership at association meetings.
- Attend the Chartered Association Leadership Luncheon and all sessions specifically designed for association officers as directed by the Chartered Association Advisor.
- Serve as a voting delegate and participate in all voting delegate functions and responsibilities.
- If an association officer is a participant in a competitive event, the competitive event takes priority over the other assigned duties.

EXPENSES

[Association] DECA covers the costs of the association officer team's travel, lodging and meals. Association officer transportation and lodging is arranged by [Association] DECA. It is **not** permissible for officers to travel to conferences without the supervision of an advisor or parent/guardian.

ATTENDANCE

All members of the association officer team are required to attend.

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ASSOCIATION OFFICER PLAYBOOK

EMERGING LEADER DEVELOPMENT

SERVING AS A BRAND AMBASSADOR

RYAN ALEXANDER | 2009-2010 HIGH SCHOOL DIVISION PRESIDENT

PERFORMANCE INDICATORS

- Explain the concept of leadership (EI:009) (CS)
- Determine personal vision (EI:063) (CS)
- Inspire others (EI:133) (CS)
- Demonstrate adaptability (EI:006) (CS)
- Enlist others in working toward a shared vision (EI:060) (CS)
- Use power appropriately (EI:135) (SP)
- Treat others with dignity and respect (EI:036) (PQ)
- Interpret and adapt to a business's culture (EI:112) (SP)

You are now one of the faces that make up the DECA brand for your association, and with that privilege comes a level of responsibility. Being an association officer is so much more than getting the shiny name badge and making a few speeches. The DECA brand is successful when it's carried out by officers like you who fully understand their roles and responsibilities. Simply put, you are now a physical presence that represents the DECA brand as a whole and the values it stands for as an organization. So, what is the basis of the brand you are representing?

While developing into your new officer position, it's important to understand how all parts of the "DECA machine" work together. The key parts are your association staff/board of directors, the association membership, and your officer team. Without these three parts working together, the association cannot be successful. There will be tasks assigned to you by your association's staff/board of directors as you serve your term.

When you hold an officer position in DECA, you will **always** be in the spotlight. Others will look to you to be both the example of appropriate behavior and as a role model for leadership and professionalism. That is exactly how you must show others - by example - not by preaching or correcting others. People's impressions of you will reflect similarly upon not only the way they think of your association, but DECA as a whole. Always be mindful of the image you project in appearance, in speaking and in manners.

You are responsible for projecting yourself as a professional student leader. Here are some simple guidelines and tips on how an officer should act. While there are many other guidelines you will learn about, try to keep these in mind at all times:

- Always be prepared to say a few words about DECA.
- Carry enthusiasm for the organization. You are the ambassador of your association.
- Always dress for the part by wearing your blazer unless instructed otherwise.
- Avoid inappropriate jokes or stories that may cause controversy.
- Get involved and use social media actively, but also appropriately. Your social accounts reflect DECA.
- Keep your pictures and posts appropriate enough for any chapter advisor to see.
- Watch what you do in your everyday life. If you don't want it captured online, don't do it.
- Ask yourself if your social media profiles promote your DECA association positively.
- Promote DECA to your friends and let them know what you are doing.

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DECA OFFICER AND ASSOCIATION ROLES

NAME	POSITION	ASSOCIATION

POSITION DUTIES AND RESPONSIBILITIES	
My duties and responsibilities in this position are: ▪	To me, this means:

PERSONAL GOALS
Serving as an association officer, I hope to: ▪

ASSOCIATION GOVERNANCE		
BOARD/STAFF MEMBER	POSITION/RESPONSIBILITY	HOW THIS RELATES TO MY POSITION

MY SUPPORT SYSTEM
My main points of contact: ▪ My association officer team advisor: ▪ Additional people in my circle: ▪

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TEAM DEVELOPMENT AND STANDARDS

PERFORMANCE INDICATORS

- Assess personal strengths and weaknesses (EI:002) (PQ)
- Assess personal behavior and values (EI:126) (PQ)
- Participate as a team member (EI:045) (CS)
- Use consensus-building skills (EI:011) (SP)
- Leverage personality types in business situations (EI:104) (SP)

TEAM DEVELOPMENT

As an association officer, learning to work effectively with your officer team is critical. Becoming a high-performing team requires intentional effort and does not happen automatically. It develops over time through a process called team development. Educational psychologist Bruce Tuckman identified a five-stage process that most teams need to be successful.

STAGE	DEFINITION	LEADERSHIP AT THIS STAGE
FORMING	The forming stage is when teams are getting to know each other. Most interaction among the team members is social but the team should begin to form ground rules, roles, and responsibilities.	▪ Establish clear goals, vision and objectives ▪ Establish procedures ▪ Use DECA Leadership Styles to learn about the strengths and weaknesses of the team ▪ Members try to determine how they will individually fit in
STORMING	The storming stage is the most difficult and critical and is often where most teams fail. This is when conflicts begin to rise due to personality differences, different working styles, or clashes with the team leader. All teams experience conflict and should work on resolving them to avoid long term problems or failure. Some teams attempt to avoid conflict, but doing so can limit growth and hinder long-term success.	▪ Build relationships ▪ Resolve conflict ▪ Clarify roles, responsibilities and procedures
NORMING	After resolving their issues teams can move to the norming stage. Team members appreciate each other's strengths and are productive. Teams develop a stronger commitment to their goals and work cohesively together to achieve their outcomes. Teams can go back and forth between storming and norming as new tasks arise.	▪ Clearer understanding of each team members' connection on the team ▪ Trust emerges and responsibilities begin to be shared ▪ Stronger team building
PERFORMING	The fourth stage is performing, and this is where all team members are confident and are working	▪ Focus on performance and results ▪ Delegate tasks

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	cohesively to achieve their goals. Problems and conflicts still emerge but teams use the problem-solving skills they acquired from the storming stage to resolve them and function effectively. Some teams never reach the performing stage because they cannot overcome their conflict.	▪ Productivity is maximized ▪ If conflicts arise, they are addressed and resolved according to ground rules
ADJOURNING	In the adjourning stage, most of the team goals have been met and they are wrapping up final tasks.	▪ Reflect on performance and results ▪ Celebrate success ▪ Prepare for succession

DECA LEADERSHIP STYLES

As an association officer, the association officer team needs to know their DECA Leadership Style so that you have a better understanding of yourself, how you are perceived, and how you work with others. When a team understands each other's strengths and weaknesses projects and tasks can be divided to be more productive.

TIP | Go online and take the DECA Leadership Style quiz at **www.decastyles.org** to discover your DECA Leadership Style.

The four DECA Leadership Styles are:

- **Driver** — Drivers are effective, organized and goal-oriented. They are the responsible, executive-type that is focused on completing the tasks and project.
- **Energizer** — Energizers are fast-paced, live in the moment and are action-oriented. They are the fun-loving members of a team who are optimistic and able to come up with creative solutions.
- **Caretaker** — Caretakers are warm, caring and people oriented. Caretakers can be counted on to bring encouragement to teammates, and to be considerate of the feelings and well-being of others.
- **Analyzer** — Analyzers are objective, efficient and vision-oriented. As knowledgeable individuals, analyzers are gifted in making plans that are well developed, efficient and innovative.

After identifying your DECA Leadership Style: _____, consider how you can leverage it as a strength and identify areas for growth.

STRATEGIES TO MAXIMIZE MY STYLE	GROWTH AREAS TO WORK TOWARD

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TEAM DYNAMICS: AVERAGE LEADERS VS. EPIC LEADERS

An **average leader** often surrounds themselves with other leaders who have a similar style. This is natural because people are often more comfortable and communicate easily with people with similar styles and backgrounds. While easier, more comfortable, and perhaps even more fun in the short term, surrounding yourself with leaders just like your style can create major issues for you and those who follow you over the duration of your season of service. Any of these leadership styles can sit at the head of the table and lead DECA. But **epic leaders** and teams understand that all of these styles need to be sitting at the table in order to achieve maximum success and best serve members and stakeholders. By knowing your style, and the styles of others, you can make greater contributions, recognize how to leverage the leadership of others and work cooperatively to positively influence people and situations to achieve value and growth.

TEAM MEMBER	POSITION	MAJOR STYLE	MINOR STYLE	WHAT THIS MEANS FOR TEAMWORK

TEAM VISION

People often confuse vision statements with mission statements. Mission statements describe the who, what and why of a business. A mission statement is a clear statement of purpose. DECA's mission statement clearly defines the organization's purpose: "DECA prepares emerging leaders and entrepreneurs in marketing, finance, hospitality and management in high schools and colleges around the globe."

Vision statements describe the goals of an organization and what it hopes to achieve in the long term. A vision is what one would like to see in the future for an individual, team, organization, community, nation or the world. It appeals to the best in people, motivating them to do something great and to make a positive difference in the lives of others. Your team vision is unique and will only apply to your team. It's what you want to impact during your term of service.

You should consider the following items when creating a vision statement for your team:

- Project to the end of your term or longer
- Be future-focused
- Use the present tense
- Use clear and concise language
- Make it inspiring
- Align it with your association's goals
- Create a plan to communicate your vision statement to your stakeholders

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VISION STATEMENT WORKSHEET

Work with your team to answer the following questions to help you develop a team vision or purpose statement.

CREATE A TEAM VISION STATEMENT	
Why does our organization exist?	
Who are the stakeholders of our organization? What do they each expect? What is the officer team's role with them?	
What do we want our association to look like? What problem(s) are we trying to solve?	
What goals are we trying to reach?	
What can we realistically achieve?	
What are some words and phrases that depict our association and end-goals we want?	
Take a few minutes to think about what you visualize for the future of your association. Imagine the future – three to five years from now. Imagine your association has become everything you have hoped for. Illustrate or jot down some thoughts of what this looks like to you.	
Discuss with your teammates what you visualized.	

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EXAMPLES OF VISION STATEMENTS

- **Apple** — To produce high-quality, low cost, easy to use products that incorporate high technology for the individual.
- **Coca-Cola** — To achieve sustainable growth, we have established a vision with clear goals:
  - Profit: Maximizing return to share owners while being mindful of our overall responsibilities.
  - People: Being a great place to work where people are inspired to be the best they can be.
  - Portfolio: Bringing to the world a portfolio of beverage brands that anticipate and satisfy peoples; desires and needs.
  - Partners: Nurturing a winning network of partners and building mutual loyalty.
  - Planet: Being a responsible global citizen that makes a difference.
- **Disney** — To make people happy.
- **Heinz** — The World's Premier Food Company, Offering Nutritious, Superior Tasting Foods to People Everywhere. Being the premier food company does not mean being the biggest, but it does mean being the best in terms of consumer value, customer service, employee talent, and consistent and predictable growth.
- **Nike** — Bring inspiration and innovation to every athlete* in the world. (*If you have a body, you are an athlete.)
- **Patagonia** — Build the best product, cause no unnecessary harm, use business to inspire and implement solutions to the environmental crisis.
- **Tesla** — To accelerate the world's transition to sustainable energy.

DEVELOP YOUR TEAM VISION

Your vision statement is a view of how your association should be as a result of your work. It should be short but also inspiring and memorable. Refer to your answers from the questions above and then develop your team's vision statement below.

WHAT WE HOPE TO ACCOMPLISH?

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TEAM STANDARDS OF ACCOUNTABILITY

As an association officer, team building and team accountability are important. Team accountability or team norms will help ensure your term is successful. These standards (or rules) outline how the team members will interact, communicate and conduct themselves as a team. Below are six Cs for standards of accountability.

COMMON PURPOSE

All teams need a common purpose or common goals to achieve. Think about the following questions: Why are you here? Why is your team working on this project? A high performing team will all work together for a common purpose.

CLEAR EXPECTATIONS

All team members should know what they need to do and their expectations for the team, whether this is guiding work or tasks or how team members interact with each other and others. Leaders set expectations from the beginning and ensure all members understand what is expected of them, what tasks they are responsible for and what the successful completion of those tasks looks like.

COMMUNICATION

Teams must get along, respect each other and effectively build their interpersonal relationships to be successful. Teams need to discuss and clarify the communication methods the team will utilize (text, email, GroupMe, etc.) and the frequency that is expected. In addition, establish norms such as active listening, no interrupting others while they are speaking and everyone gets an opportunity to share their thoughts.

COLLABORATION

Team collaboration is essential for highly effective teams. Team members need to recognize they are part of the whole project and not just their "piece." Standards and clear expectations need to be set for all team members on how they should carry out their roles individually and collaboratively.

CONSEQUENCES

Create a system of accountability and discuss how team members will be held accountable and practice holding each other to these standards. This is often a sticky subject for teams. Consider the following questions: what will you do if after repeated check-ins a team member has not completed their task? Is the whole team accountable for the performance of each individual team member? Mistakes are learning opportunities; how can the team learn and problem-solve to work through a solution?

CELEBRATE SUCCESS

Teams need to celebrate team success (whether big or small) and think about what success will look like to your team when you are setting clear expectations. Team collaboration is strengthened and encouraged when celebrating and sharing each other's success. As an emerging leader, it is important to take time to celebrate team members' achievements and show them you do not take their hard work for granted. This can be with verbal or written praise, a celebration party or event or a small gift.

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DEVELOP YOUR TEAM'S STANDARDS OF ACCOUNTABILITY

As a team goes through its five phases, it's much easier to have standards of accountability set at the beginning. Using the information above, create standards of accountability your entire team can agree upon.

OUR TEAM'S STANDARDS OF ACCOUNTABILITY	
Common Purpose	
Clear Expectations	
Communications	
Collaboration	
Consequences	
Celebrate Success	

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MANAGING TEAM CONFLICT

VICTORIA CAÑA | 2012-2013 WESTERN REGION VICE PRESIDENT

PERFORMANCE INDICATORS

- Describe the nature of emotional intelligence (EI:001) (PQ)
- Recognize and overcome personal biases and stereotypes (EI:017) (PQ)
- Use conflict-resolution skills (EI:015) (CS)
- Foster open, honest communication (EI:129) (SP)
- Consider conflicting viewpoints (EI:136) (CS)

INTRODUCTION

There is a myth that a healthy, high-performing team is one that *never* encounters conflict. As a Human Capital Consultant and former DECA Executive Officer, I can tell you that this claim is false. From my experience with countless types of teams – club teams, work teams, sports teams and even groups of friends – I have found that the true differentiator between high and low-performing teams is how they approach and manage conflict. Below are some of my favorite strategies for effectively managing team conflict.

ADDRESS THE ISSUE EARLY

If you feel yourself start to bottle up any ounce of frustration, articulate the sentiment professionally and productively early on. I know it's not easy to "rock the boat" over issues that might initially seem petty, but ignoring your frustrations – even minor ones – will not eliminate the problems that caused them. In fact, doing this can even escalate the problems if they are not resolved appropriately. Think of it this way – every minute that passes is another moment closer to the water boiling over.

CONVERT PASSIVE-AGGRESSIVENESS INTO A PRODUCTIVE CONVERSATION

We've all experienced passive-aggressive behavior – the silent treatment, sarcasm, subtle insults, stubbornness, gloomy attitudes, sabotage, not doing what is asked. This type of behavior is common and often stems from a misguided fear of conflict. When you find yourself or a teammate exhibiting passive-aggressive behavior, respectfully call it out and engage all involved parties in a productive conversation to resolve the issue.

VALIDATE YOUR TEAMMATE'S OPINION BEFORE EXPLAINING YOURS

In the words of my association officer coach, "People want validation, not confrontation." Rather than getting defensive about your opinion when you and your teammates encounter conflict, try acknowledging your teammate's opinion and validating their feelings first. You don't have to agree with them but demonstrating that you can understand and respect their perspective will go a long way in easing and preventing any emotional tension.

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TAKE OWNERSHIP AND MANAGE WHAT IS WITHIN YOUR CONTROL

Convincing others why you are "right" and they are "wrong" will neither help resolve conflict nor lead to a productive outcome. Rather than making your goal to prove that you are "right," try looking inward for a solution and take ownership of ways you might have contributed to the conflict. For example, miscommunication is one of the primary causes of team conflict. If your teammate is upset because they think you said or meant something you didn't mean, own up to that miscommunication. Try saying something along the lines of, "I apologize for not being clearer. I understand your point of view, and I want you to know that I didn't mean to communicate XYZ." While other people's feelings and opinions are outside of your reach, your actions are 100% within your realm of control.

FIND COMMON GROUND AND REBUILD

No matter how different you and your teammates are, you should always have at least one thing in common: a shared passion for DECA. When all other conflict management strategies fail, redirect the goal of the conversation to determine what is best for DECA. Aligning on this common ground will remind everyone that they are on the same team and provide a focus on moving forward to accomplish DECA's goals.

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BUILDING YOUR NETWORK

AMAR HODZIC | 2014-2015 SOUTHERN REGION VICE PRESIDENT

PERFORMANCE INDICATORS

- Build trust in relationships (EI:128) (CS)
- Demonstrate interest and enthusiasm (EI:020) (PQ)
- Demonstrate active listening skills (CO:017) (PQ)
- Use networking techniques to identify employment opportunities (PD:037) (SP)

INTRODUCTION

There are many elements that contribute to your success as an association officer, but one has the potential to both propel your success and carry over into the future — and that is effectively **building your network**. To be successful in your role, you need to be a collaborative team player. One of the great things about DECA is that your team has the potential to span beyond borders and titles. Building relationships beyond your direct team will allow for more innovation, collaboration and opportunities for success for you, your association and DECA members. How exactly do you capitalize on your interactions and build an effective network? Below are some of the strategies you should incorporate when networking.

WHO SHOULD I INCLUDE IN MY NETWORK?

Perhaps the better question here is actually who should *not* be in your network. As an association officer, you will be interacting with DECA at all levels — members, advisors, executive officers and the list goes on. However, to be most effective, you should be intentional with who you include in your long-term network.

Members are the backbone of the organization, but it is an impossible task to get to know each member on a meaningful level — instead, focus on **chapter presidents**. This will allow you to make more of a meaningful connection and have a reliable source to relay your team's initiatives to DECA members within your association.

You may have the chance to meet the entire executive officer team, but instead of spreading your conversations thin, focus on establishing a relationship with your **regional vice president**. This gives you more time to build a long-term relationship and have someone at the executive level to champion your initiatives.

Finally, DECA is all about collaboration. To make the most out of your role, take some time to meet **other association officers**. This will allow you to build relationships with your fellow peers and establish a collaborative environment where ideas and thoughts are shared. You will also meet other important individuals like **business people**, **governmental officials**, **DECA alumni** and more, all of whom could lead to potential connections for your future and your career.

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HOW DO I NETWORK?

In a world where we're all connected digitally, there are so many outlets to network. Social media is a valuable tool for staying connected, but it should not be the only method you use to build your network. Take advantage of face-to-face networking opportunities like conferences and chapter visits. This allows you to establish a stronger relationship with those you want to include in your network. Once you establish this connection, follow one another on social platforms, exchange business cards, etc. This allows you to more easily maintain the relationship and follow up.

TIP | Even if exchange business cards with a contact, if you value the connection, you should find them on LinkedIn and send an invitation to network. You may learn more about the contact, such as their alma mater is where you are attending college or shared interests that might not have surfaced during conversation. This also helps you keep up with them professionally, because you never know — someone you met previously may make a career move to a company you're interested in joining in the future.

Don't have the opportunity to meet face-to-face with someone you want to include in your network? Take advantage of the online video platforms like Zoom or Google Meet. It is important to go beyond surface level conversation if you want to have someone be a part of your long-term network.

HOW DO I MAKE THE MOST OF MY INTERACTION?

Do not blindly go into a conversation with someone you want in your network, instead ask yourself these questions:

- How can this be a meaningful connection?
- What are some topics I would like to discuss with this person?
- How can this relationship benefit the broader DECA community?

By preparing yourself before going into certain conversations, you will be better equipped to build a strong relationship from the start and have a more meaningful conversation.

What happens if you run into someone you would like to network with but haven't had the chance to prepare? Definitely still spark up a conversation. Not every conversation or networking opportunity will be planned – in fact, most won't be. Take advantage of these opportunities. Think about the circumstance that brought you together and try to find common interests to engage in conversation. Some classic conversation starters may include asking what the other person does professionally, asking what is their passion, or commenting on a neutral recent current event. In this case most importantly, be intentional with the follow up. Exchange contact information or social handles and follow up with something meaningful from the conversation you had.

You will have plenty of opportunities to network – just remember to be intentional, meaningfully follow up and maintain contact. If you do this, you are well on your way to building a long-term DECA network.

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MY DECA STORY

TYLER MCBEE | 2015-2016 SOUTHERN REGION VICE PRESIDENT

PERFORMANCE INDICATORS

- Explain the use of storytelling in marketing (PR:388) (SP)
- Explain the nature of effective verbal communications (CO:147) (PQ)
- Employ communication styles appropriate to target audience (CO:084) (CS)

INTRODUCTION

As an association officer, you are an ambassador for the brand and mission of DECA. Everything you do – from the way you carry yourself to your personal social media accounts – reflects your association and our organization. The same goes for your DECA Story. Your DECA Story is a brief explanation of what DECA means to you, the experiences you've gained through the organization and how those experiences can benefit you in the future. How you craft your DECA Story is essential to effectively communicating DECA to those who may not be familiar with our organization. Here are some best practices when it comes to creating your DECA Story.

UNDERSTAND YOUR AUDIENCE

Create a master template of your DECA Story that you can easily tweak to fit a particular audience. The story you tell your grandparents should be different than the one that you would tell your Congressional representatives or your school's administration. For example, when talking to Congressional members, you should include how many DECA members are in that members' district or state. Mention that DECA is funded through the Perkins Act. When talking to school administrators or your school board, highlight the fact that DECA is co-curricular and how that has made your time in the classroom more exciting or rewarding.

DROP THE DECA LINGO

When creating your DECA Story, assume that the person you're talking to has no prior knowledge of DECA. Think back to when you were just learning about DECA. You probably didn't quite understand how DECA's competitive events worked or who was an association officer. During my time as an association and executive officer, the most common DECA Story that I heard was DECA's mission statement. While DECA's mission statement is important to know, simply reciting it doesn't communicate anything other than DECA's career clusters and its global reach. Say the statement, then explain the statement. For example:

> "DECA prepares emerging leaders and entrepreneurs for careers in marketing, finance, hospitality, and management in high schools and colleges around the globe. We take courses in these subject areas and then travel to conferences throughout the year where we compete in different events and then are evaluated by professionals in these industries."

Say the statement, then explain the statement.

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BE PERSONAL

Your DECA Story should be personal to you. Talk about your association's community service campaign or how DECA has impacted your college or career aspirations. The most important element of your DECA Story isn't explaining DECA. The most important element is explaining how DECA has impacted your life.

To recap, your personalized versatile DECA Story is one of the most effective ways to communicate DECA to anyone you may encounter while representing our organization. It should be short enough to share in an elevator or in passing but personalized to convey the impact that DECA has on your life.

The most important part of being an association officer is being a voice for DECA and everything our organization stands for. You are responsible for championing the success of our members, associations and the organization at-large. Being able to share your story of how DECA has impacted you to a variety of audiences (members, advisors, industry professionals or public policy makers) in a variety of mediums (social media, at conferences or in an elevator) is important for any officer.

As an association officer, you will tell your DECA Story many times. Use the guide to craft your DECA Story. Consider adjustments you would make based upon your medium and audience.

EXAMPLE

During my time in DECA, I served at the local chapter level, founding the DECA chapter at my local high school and serving as its president during our first year as a chapter. That same year, I began my term as an association officer for Texas DECA. Specifically, I served Texas DECA as the Vice President of Social Media, managing the association's social media presence and strategy. At ICDC in Orlando, Florida, I was elected to serve as DECA's Southern Region Vice President.

The most important part of being an officer was being a voice for DECA and everything our organization stands for. Being able to do that every day, whether it was through social media or speaking at a conference, was most important to me as an officer.

The most influential impact has been my ability to communicate with others from a variety of backgrounds. As a result of my experience in DECA, during my freshman year of college I was able to secure a position in the external communications office for the largest university in Virginia. Not only did DECA help me secure the position, but my experiences have empowered me to speak and carry myself at the same level as my supervisors.

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SHARING YOUR DECA STORY

I AM	+	DECA
Write your story below! Start with a warm greeting and state your name, DECA position, chapter and location. Then follow the "DECA" model to share your story!		**DESCRIBE** DECA *(e.g. Mission)*
		EXCITED ABOUT *(How has DECA positively impacted your life?)*
		CAREER INTEREST AREA *(What's your career objective?)*
		ACHIEVEMENT ACTION GOAL *(Share our goal in DECA this year)*

EXAMPLE

"Hello! I'm James Garcia from Sunrise DECA in Denver, Colorado, where I serve as the Vice President of Finance. DECA is an awesome association of emerging leaders and entrepreneurs preparing for careers in marketing, finance, hospitality and management. I love DECA because of the exciting educational conferences they host each year, like the Sports and Entertainment Marketing Conference.

My career objective is to become an investment banker. My goal this year is to be an international finalist in DECA's Financial Services competitive event. After that, my plan is to attend Cornell University and major in finance. Financial Services is just one of more than 50 competitive events in DECA's Comprehensive Learning Program. I invite you to visit deca.org to see all the great opportunities DECA has for emerging leaders and entrepreneurs."

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ETHICAL LEADERSHIP

PERFORMANCE INDICATORS

- Describe the nature of ethics (EI:123) (CS)
- Explain the nature of ethical leadership (EI:131) (CS)
- Follow rules of conduct (PD:251) (CS)
- Explain reasons for ethical dilemmas (EI:124) (CS)
- Recognize and respond to ethical dilemmas (EI:125) (CS)
- Inspire others (EI:133) (CS)
- Demonstrate responsible behavior (EI:021) (PQ)

INTRODUCTION

- In 2022, cryptocurrency exchange FTX collapsed after it was revealed that company leadership had misused billions of dollars in customer funds. The situation highlighted the importance of transparency, accountability and ethical financial management in leadership.
- In 2022, Theranos founder Elizabeth Holmes was convicted of fraud after misleading investors and consumers about the capabilities of the company's medical testing technology. The case reinforced the importance of honesty in communication, marketing and organizational leadership.
- Ongoing safety and quality concerns surrounding major aircraft manufacturer Boeing have underscored the importance of prioritizing public safety, transparency and accountability over speed or profit in business operations.
- Major technology and social media companies continue to face scrutiny regarding data privacy and responsible use of consumer information. These situations emphasize the need for ethical decision-making, responsible leadership and protection of consumer trust.
- In recent years, several organizations have faced public backlash after employees reported toxic workplace cultures or unethical internal practices. These cases demonstrate how organizational culture, leadership tone and accountability directly impact employee well-being and company reputation.

Based on events such as these, some people might conclude that "ethical leadership" is rare or difficult to maintain in today's fast-paced and highly competitive environment. However, ethical leadership remains essential in every industry and organization. Strong leaders demonstrate integrity, take responsibility for their decisions, prioritize the well-being of others and build trust through transparency and accountability. As emerging leaders, DECA members are encouraged to reflect on these examples and consider how ethical decision-making will shape their own leadership journeys.

Ethical leaders exist everywhere, in all walks of life. They are the individuals who step forward when crises occur, come to the rescue of others, and generally do what's right, no matter what, even when it doesn't benefit them personally. These individuals weren't born with ethical leadership skills; instead, they learned them over time. Ethical leadership skills can certainly be "taught," although perhaps not in the traditional sense of the word. The key to becoming ethical leaders is being provided with opportunities to learn about, develop, and apply ethical leadership knowledge and skills firsthand.

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WHAT ARE ETHICS?

Ethics are defined as the moral principles that govern a person's behavior or guide the conduct of an activity. Ethical leaders are willing to do what they believe is right, even when those decisions are difficult or unpopular. A leader's reputation is built over time, and unethical decisions can have lasting consequences.

Ethical leadership is essential for organizations of all sizes, from major corporations to local DECA chapters. Everyone will encounter ethical challenges. Effective leaders demonstrate integrity by standing up for what is right, even in the face of pressure or adversity. As an association officer, you will be required to make important decisions. It is critical to consider the ethical principles that guide wise decision-making, including integrity, trust, accountability, transparency, fairness, respect, rule of law and long-term viability.

CODE OF ETHICS

A code of ethics or code of conduct for an organization helps to build trust and creditability throughout the organization. This code includes expectations and defines acceptable behavior and allows everyone to know what is expected of them. It is more than a set of rules, a code of conduct is a method for an organization to convey its values and principles.

ETHICAL DECISION-MAKING FRAMEWORK

To grow as a leader, it is important to better understand yourself as you develop into an emerging leader. As you make a decision you should consider the following questions.

- Is this the right thing to do?
- Is it respectful to others?
- Is it honest?
- Is it responsible?
- Does it make the community better?

ETHICAL DILEMMAS

An ethical dilemma is a difficult decision a leader must make between two or more options which at times can go against that individual's moral code. Think about the ethical dilemmas below and consider how you would respond if put in the same situation.

1. You receive an email about an exclusive leadership workshop with only five spots available. The application deadline is tomorrow. Several of your close friends in your DECA chapter would benefit greatly from this opportunity and you're certain they would represent the chapter well. However, the proper protocol would be to share the opportunity with all members within your DECA chapter. By the time you organize a fair selection process, the deadline will have passed. How do you handle this situation?
2. During an officer transition meeting, the outgoing chapter president shares a document containing personal contact information and academic standing of all chapter members. They mention this information helped them make decisions about competition teams and leadership assignments. As incoming chapter president, you notice there's no formal policy about maintaining this sensitive data and some of it seems unnecessarily invasive. What steps would you take regarding this information and practice moving forward?
3. As outgoing chapter president, you're overseeing officer elections for next year. The established process involves candidates submitting applications, followed by officer team interviews and votes. Your younger sibling is running for a position and is highly qualified, but you're concerned about perceptions. During deliberations,

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other officers seem hesitant to speak openly about all candidates. How do you ensure a fair process while maintaining your leadership responsibilities?

4. While preparing for a regional DECA competition, you discover that one of the judges is your neighbor who has known you since childhood. The competition rules don't explicitly prohibit this connection, but you wonder if it creates an unfair advantage. What ethical considerations should guide your actions?

Ethics Case Study: Aviv's DECA chapter requires members to attend at least 70% of chapter meetings to qualify for travel to compete in district and association conferences. Aviv's best friend Bella has attended only 65% due to family responsibilities that required Bella to work after school. Bella is extremely prepared for competition and likely to place well, representing the chapter positively. As the Vice President of Hospitality, Aviv has access to the chapter meeting attendance records. In the space below, write what you would do in this situation.

ETHICS CASE STUDY RESPONSE

INSPIRE OTHERS

Ethical leadership does not end with making the right decision, it continues through the example you set for others. True leadership influence is not built on motivational quotes or speeches, but on consistent actions. As an association officer, members look to you for guidance, direction and inspiration. The way you lead, communicate and respond to challenges shapes the culture of your chapter and association.

Reflect on the questions below and consider who has inspired you and how you can, in turn, inspire others through your actions.

- Who inspires you?
- What does this person do to inspire you?
- How does this person make you feel?
- Whom do you want to inspire?
- What do you want to inspire others to do?
- What could you do to inspire others?
- How could you benefit from being an inspiration to others?

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PROFESSIONALISM AND ETIQUETTE

PERFORMANCE INDICATORS

- Exhibit a professional image (PD:280) (CS)
- Exhibit self-confidence (EI:023) (PQ)
- Maintain appropriate personal appearance (PD:002) (PQ)

PROFESSIONALISM

As an association officer, you represent your association and DECA at all times. Your professionalism, communication and presence set the standard for members and reflect the values of the organization. This section highlights expectations and guidance to help you present yourself as a responsible, community-oriented and confident leader.

- **Commitment** is essential. Accept responsibilities only when you are prepared to follow through and meet expectations.
    - Be prepared to **prioritize** your officer responsibilities and manage your time accordingly.
    - Approach your responsibilities with **professionalism, positivity and a solutions-oriented mindset**. Remember, you are setting the example that you want other DECA members to follow.
    - **Be loyal to DECA**. Demonstrate loyalty and professionalism in all interactions. While you may not always agree with others, it is important to remain respectful and supportive of fellow members, advisors, staff and your officer team. Address concerns through appropriate and constructive channels rather than speaking negatively about others.

- As an association officer, members will look to you as a role model and representative of the organization. When you receive praise from members and advisors, remember to keep one foot on the ground. It is your hard work, intelligence and concern for others that got you where you are today.
    - Ensure **all members feel valued**, included and respected in their DECA experience.
    - Association officers should maintain a **polished and professional appearance** appropriate for conferences, meetings and official events.
    - Demonstrate courtesy and professionalism in all interactions. Simple actions such as **expressing appreciation and acknowledging others** contribute to a positive leadership presence.
    - **Respond to communications** in a timely and professional manner. Express appreciation and follow up appropriately after meetings, events and collaborations. If you do not e-mail or write a “Thank You” note as soon as you think of it, you risk it being less fresh or less relevant.

- Develop **good listening skills**. Show people that you are interested in who they are and what they say by asking questions, establishing eye contact, providing feedback and using positive body language.
    - Make a special effort to **remember people’s names**. Keep a record of the people you meet and places you go. If you are able to get a business card from someone or someplace, write notes on the back of the card that will remind you of the significance of the person or event as soon as possible. File the card in a place

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where you will have easy access to the information.

- **Show respect** for older ladies and gentlemen by referring to them by their proper title: Mr., Mrs., Dr., or Ms. (The latter is always safe to use if you do not know a woman's marital status).

- **Know what you are talking about** – and if you don't know, don't fake it. Tell the person that you will do your best to find out the information that they need.
  - **Avoid commenting on controversial topics** and never argue with other members. Simply state that you realize there are people who feel strongly about both sides of the issue and that you are still gathering information about it.
  - **Avoid questionable or off-color jokes or stories**.

PROFESSIONAL DRESS

As a representative of your association, officers should be mindful of their appearance and image at all times. When traveling and participating in events, a certain level of professionalism is required.

WHEN TRAVELING TO/FROM A DECA FUNCTION

Association officers should be appropriately dressed when traveling to or from all DECA functions. The below **Business Casual Dress Code** should be observed for travel:

- Dress slacks with belt, dress skirt or business dress
- Collared dress shirt (tucked in), polo (tucked-in), blouse or dress sweater
- Neckwear (necktie, scarf, ascot) optional
- Dress shoes and socks or hosiery

WHEN ATTENDING OFFICIAL FUNCTIONS

The below **Professional Dress Code** should be observed for all business or business casual functions:

- Official DECA blazer should be worn at all times unless otherwise specified
- The blazer may not be adorned with excessive pins or other items. All items must be approved by the Chartered Association Advisor.
- Association officer name badge
- Dress slacks with belt, dress skirt or business dress (skirts and dresses must be worn at or below the knee)
- Collared dress shirt (tucked in) with appropriate neckwear (necktie, ascot, scarf) or dress blouse
- Dress shoes and socks or hosiery
- If heels are worn, they are recommended at a height no higher than two inches but may not exceed three inches. All dress shoes must be approved by the Chartered Association Advisor.
- Clothing must be clean, pressed and tailored for appropriate fit

UNACCEPTABLE ATTIRE

The follow attire is unacceptable at all times unless previously approved by the Chartered Association Advisor.

- Jeans, t-shirts, hoodies and other casual attire

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- Skin-tight or revealing clothing
- Midriff-baring or low-cut clothing
- Swimwear or athletic clothing (tanks, yoga pants, shorts, sweatpants, joggers, etc.)
- Leggings or graphic designed hosiery/tights
- Clothing with printing that is suggestive, obscene or promotes illegal substances
- Unacceptable types of dress shoes include boat shoes, canvas or fabric shoes, flip flops or casual sandals, athletic shoes, open-toed shoes, industrial work shoes and hiking boots.

OFFICIAL OFFICER ATTIRE

Association officers are responsible for bringing all appropriate uniform pieces to each conference or event they attend when serving as an official representative of the association.

The following items will be provided to association officers by [Association].

- (2) Collared dress shirts or (2) blouses
- (2) Dress slacks or (2) skirts or dresses
- (2) Neckties or scarves/ascots
- (2) DECA polos
- Association business cards
- Association name badge
- Association officer pin

Association officers are expected to provide the following items:

- Official DECA blazer, correctly sized and tailored to fit
- Solid white collared dress shirt or blouse
- Dress socks (to match slacks) or hosiery
- Brown dress shoes or nude heels
- Brown dress belt

REPLACEMENT OF ATTIRE

[Association] undertakes a considerable expense in providing coordinating attire for each association officer. Therefore, officers are responsible for maintaining all items in their entirety. This includes following specific care instructions of the clothing such as dry cleaning. If any item is lost or damaged, the officer will be responsible for replacing that item at his/her expense.

Professional image also means that all attire is tailored and fits appropriately. It is the responsibility of each officer to ensure that attire fits appropriately and to seek assistance from the Chartered Association Advisor if the officer has outgrown their attire or has been provided attire that needs tailoring.

PROFESSIONAL IMAGE

A professional appearance includes proper grooming, cleanliness and hygiene. The following should be observed:

- Personal grooming should be neat and professional, consistent with the expectations of conference and business environments.
- Hair must be clean and tidy, should be in a natural shade and kept out of the officer's face.
- Hairstyles should be clean, neat and professional in appearance.

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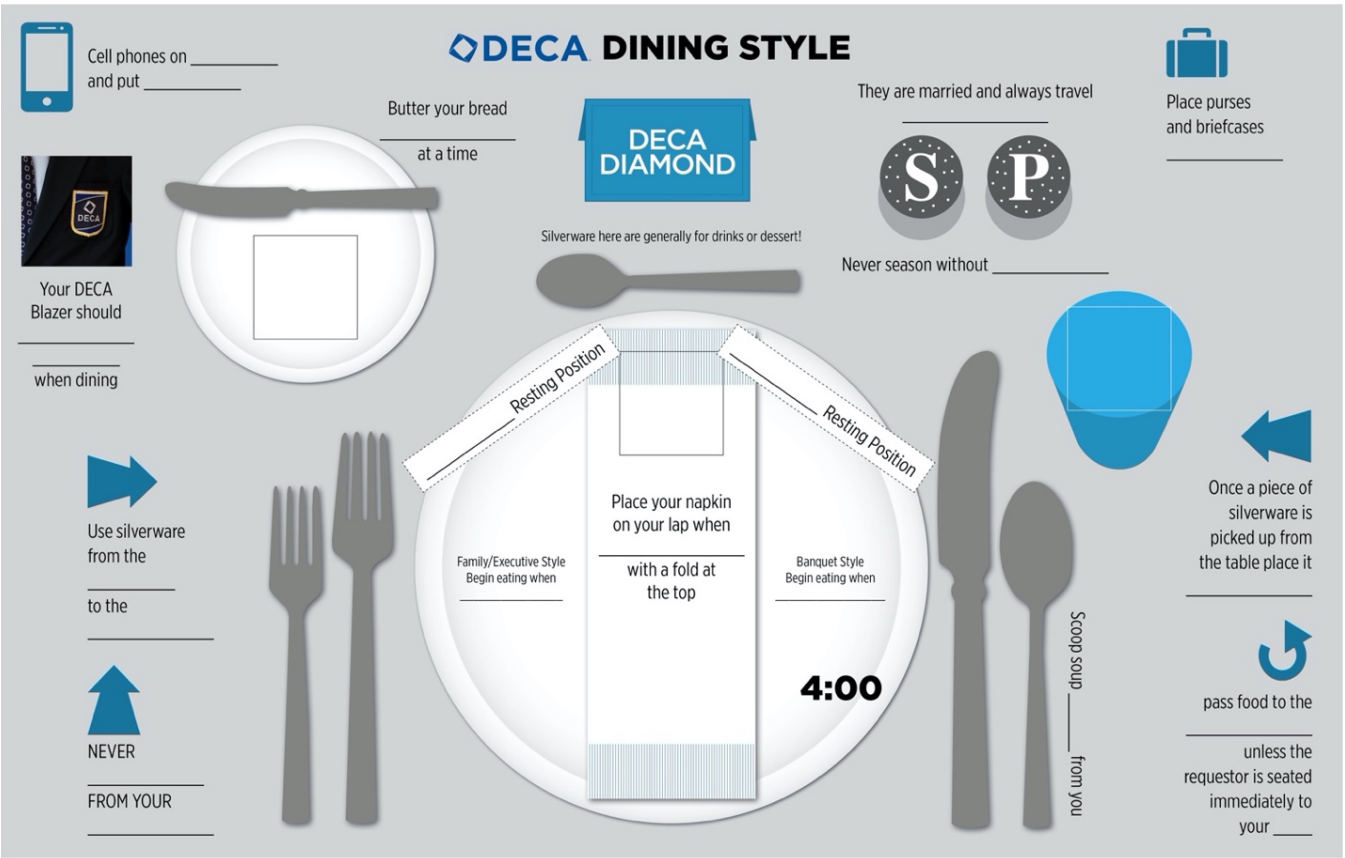
- Fingernails must be clean and well-manicured.
- If nail polish is worn, it should not be chipped and should be in a neutral shade.
- If makeup or accessories are worn, they should be professional and appropriate for a leadership setting.
- Visible tattoos and excessive piercings are discouraged.

PROFESSIONAL DINING ETIQUETTE

Association officers may attend meals with advisors, business partners and organizational leaders. During these events, officers should demonstrate professional dining etiquette and respectful conversation.

- Silence and store mobile devices during meals
- Follow the lead of the host for seating and dining cues
- Engage in professional conversation
- Demonstrate courtesy to servers and guests
- Maintain appropriate table manners

During your term as an officer, you will take part in meals not only with your team, but with officials within your organization such as board members, community leaders and advisors. During these meals, it is important to demonstrate the level of professionalism and etiquette that is expected of you as an officer. You may be comfortable around the people you are eating with, but as an ambassador you shouldn't use that as an excuse to be sloppy. Using the included tips and the placemat guide below, you'll be sure to enjoy yourself throughout the event with poise and class.



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FILL IN THE BLANK

- Cell phones on _____ and put _____.
- Your DECA Blazer should _____ when dining.
- Use silverware from the _____ to the _____.
- Never _____ from your _____.
- Butter your bread _____ at a time.
- They are married and always travel _____. Never season without _____. (Salt and pepper)
- Place purses and briefcases _____.
- Once a piece of silverware is picked up from the table place it _____.
- Pass food to the _____ unless the requestor is seated immediately to your _____.
- Scoop soup _____ from you.
- Right resting position is for the _____. Left resting position is for the _____.
- Family/Executive Style – Begin eating when _____.
- Place your napkin on your lap when _____ with the fold at the top.
- Banquet Style – Begin eating when _____.

ANSWERS

- Cell phones on silent and put away.
- Your DECA Blazer should be unbuttoned when dining.
- Use silverware from the outside to the inside.
- Never eat from your knife.
- Butter your bread one piece at a time.
- They are married and always travel together. Never season without first tasting. (Salt and pepper)
- Place purses and briefcases under your chair.
- Once a piece of silverware is picked up from the table place it in the resting position on your plate.
- Pass food to the right unless the requestor is seated immediately to your left.
- Scoop soup away from you.
- Right resting position is for the fork. Left resting position is for the knife.
- Family/Executive Style – Begin eating when your host asks you to or begins eating.
- Place your napkin on your lap when you are seated with the fold at the top.
- Banquet Style – Begin eating when others are seated at your table.

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ASSOCIATION OFFICER PLAYBOOK

ASSOCIATION STRATEGY

DECA DASHBOARD

PERFORMANCE INDICATORS

- Describe the need for marketing data (IM:012) (CS)
- Use analytical tracking tools (NF:205) (SP)
- Describe data-collection methods (e.g., observations, mail, diaries, telephone, Internet, discussion groups, interviews, scanners, tracking tools) (IM:289) (SP)

The DECA Dashboard provides a data-driven snapshot of your association's performance. By analyzing key metrics, your officer team can identify trends, set priorities and shape a focused Program of Leadership. The DECA Dashboard includes key indicators and metrics which are grouped and arranged according to DECA's mission. The key indicators are leveled into four main measurements: Duty, Exceptional, Champion and Actual.

DUTY

The first level is the baseline expectation for your key indicator — our **Duty** measurement. This represents the baseline expectation for each key indicator. Use the previous year's final results to establish this starting point.

EXCEPTIONAL

The next level is the **Exceptional** measurement. Exceptional reflects performance that demonstrates strong organization, preparation and execution.

CHAMPION

The highest goal is the **Champion** measurement. Champion represents aspirational performance, ambitious yet attainable through strategic leadership and sustained effort. It will take extraordinary leadership to get there.

ACTUAL

The final element of DECA Goals is the **Actual** level. This reflects current progress toward each indicator and should be updated consistently to monitor performance.

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DECA DASHBOARD

Select the metrics that align most directly with your association's strategic priorities.
Not all indicators require equal focus.

ASSOCIATION MEMBERSHIP	DUTY	EXCEPTIONAL	CHAMPION	ACTUAL
Student Members				
Alumni Members				
Professional Members				
Total Membership				
Chapters				
LEADERSHIP	**DUTY**	**EXCEPTIONAL**	**CHAMPION**	**ACTUAL**
Chapters earning Thrive level in DECA's Membership Campaign				
Chapters completing DECA's Advocacy Campaign				
Chapters completing DECA's Promotional Campaign				
Chapters completing DECA's Global Entrepreneurship Week Campaign				
Chapters completing DECA's Community Service Campaign				
Attendees at DECA Region Leadership Conference				
Attendees at Career Development Conference				
Attendees at International Career Development Conference				
Hours spent on school/community service at local chapters				
Funds raised for community service				
DECA scholarship applications				
Cumulative hours of training for members				
Career/leadership training activities held				
CAREER DEVELOPMENT	**DUTY**	**EXCEPTIONAL**	**CHAMPION**	**ACTUAL**
Competition prep sessions held				
School-based Enterprise Chapter Certifications				
Digital Presentation Challenge teams				
Idea Challenge teams				
FIDM Challenge teams				
Stock Market Game teams				
Virtual Business Challenge teams				
Attendees at Career Development Conference				
Attendees representing association at ICDC				
Competition qualifiers at ICDC				
Achievement Awards/Finalists at ICDC				
Top Ten Winners at ICDC				

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Top 3 Overall Winners at ICDC				

MARKETING	DUTY	EXCEPTIONAL	CHAMPION	ACTUAL
New DECA members recruited				
Social media messages posted				
Followers on social media				
Chapters that have a social media outlet				
Articles contributed to DECA Direct				
Chapter highlights sent to DECA Direct				
Social Media Correspondents				
Community outreach activities				
Press releases sent to news media				
News articles covering DECA In your association				
Visitors to association website				
FINANCE	**DUTY**	**EXCEPTIONAL**	**CHAMPION**	**ACTUAL**
Presentations to National Advisory Board Partners and/or prospective partners				
Stakeholders reached through advocacy efforts				
Funds raised from partners				
Funds raised from membership fundraising activities				
Funds raised from school/community/foundations/government				
Total funds raised for your DECA association				
HOSPITALITY	**DUTY**	**EXCEPTIONAL**	**CHAMPION**	**ACTUAL**
Chapter officers mentored				
Chapters reached through personalized monthly communications				
Chapter events/visits by association officers				
New chapters oriented				
Virtual meetings held				
Alumni/Professional member connections made				

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PROGRAM OF LEADERSHIP

PERFORMANCE INDICATORS

- Determine the nature of organizational goals (PD:254) (SP)
- Ascertain employee's role in meeting organizational goals (PD:255) (SP)
- Defend ideas objectively (CO:061) (CS)
- Organize and prioritize work (OP:228) (CS)
- Coordinate work with that of team members (OP:230) (CS)
- Monitor and ensure completion of delegated tasks (OP:354) (SP)
- Streamline work processes (OP:355) (SP)
- Evaluate project success (OP:521) (CS)
- Motivate team members (EI:059) (SP)

INTRODUCTION

The **Program of Leadership** is the officer team's strategic plan for the year. It defines priorities, sets measurable goals and outlines action plans designed to create meaningful, association-wide impact. The plan should align with key initiatives, center stakeholder needs and move the association forward.

Developing your Program of Leadership mirrors a professional strategic planning process. It clarifies your direction, identifies priority initiatives and outlines goals, action steps and resource needs. Larger initiatives may require formal project management plans.

GUIDELINES FOR DEVELOPMENT

Your Program of Leadership should prioritize high-impact initiatives that advance the association. As you develop your plan, review the following resources:

- Association's Strategic Plan, with key areas possibly including:
  - Advocacy
  - Communications
  - Leadership Development
  - Member Engagement
  - Membership Recruitment
- Association's DECA Dashboard
- Consultation with your Chartered Association Advisor
- Impact Report from the previous association officer team
- Systematic feedback from chapter members and chapter advisors and other key stakeholders
- Initiatives by DECA Inc. and the Executive Officer Team

CAREFUL CONSIDERATIONS

As you begin to think about developing your Program of Leadership, here are some careful considerations to developing the most powerful and impactful Program of Leadership.

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Be Sustainable

Design initiatives that can continue beyond your term. Rather than creating entirely new programs, consider strengthening and improving existing association priorities.

Be Aligned with DECA's Overall Mission and Initiatives

Using the principle of synergy, you should ensure that your goals and activities align with DECA's overall mission and the initiatives for the upcoming year. Those include advocacy, communications, leadership development, membership engagement (campaigns, conferences, challenges, competitive events) and membership recruitment. The Program of Leadership should include opportunities to help DECA members demonstrate our guiding principles through relevant educational experiences.

Be Association-Focused

Your Program of Leadership should serve the entire association — not just your chapter. All resources and initiatives should reflect and strengthen the DECA brand.

Be Realistic, Attainable and Inclusive

Evaluate feasibility before committing to an initiative. Consider required resources, time constraints and capacity. Work with your Chartered Association Advisor to assess viability. Design initiatives that are accessible to chapters of varying size, location and resources.

Be Data-Driven

Establish clear quantitative and qualitative goals, along with measurable benchmarks. Schedule checkpoints to monitor progress throughout the year.

Be Proactive

Get as much of a head start on completing the actual action items as possible. Consider which activities are going to need a full project management plan in order to be successful.

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SMART GOALS

As an association officer, your goals are instrumental to the success of your Program of Leadership and have the ability to impact many stakeholders. As a result, it is your responsibility to ensure that your goals and work plans are well thought out. Once you have determined your key areas of focus and general goals, using SMART Goals is one technique for designing effective goals.

S	M	A	R	T
SPECIFIC	**MEASURABLE**	**ATTAINABLE**	**RELEVANT**	**TIME-BASED**
What exactly do you want to accomplish? Your goal should target a specific area for improvement or achievement.	What constitutes successfully achieving this year? What measurements can you use—percentages, amounts, numbers?	How realistic is meeting this goal based on other constraints such as time, money, external factors, others involved and trend data?	How will achieving this goal help move your association forward? Does it have a significant impact for your association's mission? Is now the right time?	What is the timeline for achieving your goal? How does the timeline work with your association's internal alignment?

SAMPLE SMART GOAL

Here's a sample of a communications goal where the overall premise was to increase the association's online communications with its key stakeholders.

GOAL: Increase engagement by 5% and frequency of presence on each of our association's communications platforms (e-mail, Instagram and TikTok) to build brand awareness and promote member engagement during the 2025-2026 academic year.

SPECIFIC	MEASURABLE	ATTAINABLE	RELEVANT	TIME-BASED
This goal is tied to four specific communications methods of our association.	This goal can be measured using percentage increase of followers and number of posts (daily) and emails (weekly).	Based on our DECA Dashboard, we reviewed last year's metrics and decided to use the Exceptional level.	The goal helps build brand awareness and promotes member engagement, which align with our association's strategic plan.	This goal will be achieved during the 2025-2026 academic year.

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PROGRAM OF LEADERSHIP KEY GOALS

Once you have determined your key areas of focus and general goals, use SMART Goals to design effective goals. Once your goals have been set, develop the work plans to achieve them. Here's a sample using the goal above.

MISSION AREA	Marketing	TEAM LEAD	VP of Marketing
GOAL: Increase engagement by 5% and frequency of presence on each of our association's communications platforms (e-mail, Instagram and TikTok) to build brand awareness and promote member engagement during the 2026-2027 academic year.			
KEY INITIATIVE	**ACTION PLAN**	**TIME FRAME**	**PERSON RESPONSIBLE**
Develop a monthly email program sent to chapter members and advisors.	▪ Highlight one main story each month. ▪ Include a member spotlight. ▪ Include an advisor spotlight. ▪ Include dates and deadlines for the month. ▪ Include monthly message from President.	Sent the first of each month.	VP of Marketing VP of Hospitality President
Develop a content calendar for each social media platform.	▪ Collect suggested content from President and all VPs as it relates to their initiatives. ▪ Develop calendar of daily posts for each social media platform. ▪ Get approval from Chartered Association Advisor. ▪ Schedule posts using app. ▪ Share on personal DECA social media profiles.	Initial content calendar due two weeks prior to upcoming month.	President All VPs

Note: Some goals or key initiatives may require the use of project management due their complexity or scope.

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DECA PROGRAM OF LEADERSHIP KEY GOALS

[Introduction to your team's Program of Leadership]

MISSION AREA		TEAM LEAD	
GOAL:			
KEY INITIATIVE	ACTION PLAN	TIME FRAME	PERSON RESPONSIBLE
	▪		
	▪		
	▪		
	▪		

MISSION AREA		TEAM LEAD	
GOAL:			
KEY INITIATIVE	ACTION PLAN	TIME FRAME	PERSON RESPONSIBLE
	▪		
	▪		
	▪		
	▪		

MISSION AREA		TEAM LEAD	
GOAL:			
KEY INITIATIVE	ACTION PLAN	TIME FRAME	PERSON RESPONSIBLE
	▪		
	▪		
	▪		
	▪		

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PROJECT MANAGEMENT

PERFORMANCE INDICATORS

- Explain the nature of project management (OP:158) (SP)
- Initiate project (PJ:005) (SP)
- Plan project (OP:519) (CS)
- Identify resources needed for project (OP:003) (SP)
- Prepare work breakdown structure (WBS) (PJ:006) (SP)
- Execute and control projects (PJ:009) (SP)
- Apply project-management tools to monitor and communicate project progress (OP:002) (SP)
- Manage project team (PJ:007) (SP)
- Manage project schedule (PJ:010) (SP)
- Evaluate project results (OP:159) (SP)
- Close project (PJ:008) (SP)
- Utilize project-management software (NF:130) (SP)

INTRODUCTION

Effective project management ensures your Program of Leadership goals are executed on time, within scope and with clear accountability. Collaborative planning tools can improve transparency, communication and progress tracking across the officer team. Once your officer team and Chartered Association Advisor have aligned on key goals and initiatives, develop a structured work plan to guide projects through completion. Applying project management concepts, processes and tools helps establish shared expectations, maintain organization and support successful execution. These skills will also serve you beyond your officer experience as you continue to develop as a leader.

MANAGING YOUR INITIATIVES

To achieve key goals and initiatives, association officers must approach their work as project managers. Project management ensures that all required tasks are clearly defined, planned and completed within established time, cost and quality expectations.

Once objectives, action items and success measures are established, officers should collaborate to define responsibilities, timelines and milestones and document all information within a shared project management system.

Project management includes:

- Establishing clear expectations and identifying required resources
- Defining quality standards for deliverables
- Identifying potential risks and planning mitigation strategies
- Securing necessary products and services according to association procedures
- Communicating project progress regularly with stakeholders

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DEFINING A PROJECT

Association officers will manage multiple initiatives throughout their term. A project is a temporary effort with a defined beginning and end that produces a specific service, event or outcome. The final outcome of a project is referred to as the **deliverable**. Some projects may include interim deliverables that support completion of the final result.

Review your Program of Leadership and identify the key initiatives and corresponding deliverables for each goal.

PROJECT (KEY INITIATIVE)	DELIVERABLE(S)

WHO IS INVOLVED?

As teams work on projects it is important to consider the roles and responsibilities of others who are involved.

- A **project sponsor** provides oversight, support and final approval of project outcomes. For association officer teams, this role is typically held by the Chartered Association Advisor.
- **Project stakeholders** are individuals or groups with an interest in the project or its outcome, including members, advisors, partners and contributors. Stakeholders should be informed and engaged throughout the project lifecycle.
- The **project manager** oversees that the project is successful. As an association officer, the size and complexity of projects will be larger than previous projects.
- **Team members** are the people who work on the project and contribute to its success. Team members are responsible for completing tasks and reporting progress to the project manager. The project manager should try to match skills and qualifications with the team members based on their responsibilities within the project. The project manager should also thoroughly discuss the assignment of tasks with each individual member.

PROJECT MANAGEMENT PROCESS

Project management is the process of planning, scheduling and monitoring the progress of a project to achieve a specific goal. It helps ensure that all aspects of the project are successfully planned and completed on time at an appropriate level of quality within budget. A structured project management approach supports efficient execution, accountability and consistent results. The five **process groups** are:

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1	2	3	4	5
INITIATING	PLANNING	EXECUTING	MONITORING + CONTROLLING	CLOSING
All of the activities required for starting a new project, such as creating a statement of work and a project charter.	Determining how all parts of the project will be accomplished, including creating the work breakdown structure.	Carrying out the actual project work.	Making sure the project stays on track and making the appropriate corrective measures if it doesn't.	Wrapping up the project, delivering the end product and documenting lessons learned.

INITIATING

Initiating marks the start of a project and establishes its purpose, scope and expectations. At the start of each project, teams should consider key planning questions:

- *Why* is the project being initiated?
- *Who* is this work being done for?
- *What* needs to be delivered?
- *When* do the deliverables need to be complete? When will the project sponsor approve and accept the final project outcome?
- *Where* will the deliverables be used?
- *How* will the project's goal and objectives be achieved? How will success be measured?

PROJECT	

WHY	
WHO	
WHAT	
WHEN	
WHERE	
HOW	

By answering these questions, teams can create a **project charter**, which authorizes the start of a project and is a starting point for clarifying and refining the project. A project charter answers the high-level questions of why, who, what, when, where and how.

PLANNING

Planning defines how the project will be completed, including required tasks, timelines and resources. It includes organizing and identifying the tasks necessary to complete the project. The project team develops a scope of work, a work breakdown structure (WBS), identifies resources and estimates time needed to complete tasks. Consider what

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tasks need to be completed and in what order. Even with the best planning, projects evolve due to issues which could impact the project timeline.

Once the project has been given the go-ahead, it is time to create a **project scope statement** and develop a **project plan**. A project scope statement builds upon and clarifies the information in the project charter, while the project plan lists all the work that needs to be completed, the schedule or timeframe for completing the work, the resources and the budget.

Writing the scope statement is the first action a team should take during the planning phase and it clarifies and expands upon the project charter. The project scope includes the project's constraints (limiting factors), assumptions (factors the team considers true without proof), risks, boundaries (what is and is not included in the project) and user acceptance criteria (conditions that must be met).

Once the team has a clear scope, they can continue to develop a project plan by following these steps:

- Determining the tasks, sequencing the tasks (listing the tasks in the order they need to be carried out and completed) and creating a work breakdown structure
- Determining the schedule, including the start and completion time for each task and the project completion date
- Identifying and assigning resources such as team members, equipment and facilities
- Creating a budget

When the scope statement is decided upon by the project manager and team members, it is time to start defining the necessary work (tasks) to complete the project. This can be done by creating a **work breakdown structure** (WBS). A WBS is a hierarchical breakdown of all the necessary work that needs to occur to complete the project. It is used to organize and track the project tasks. A WBS is like a checklist (can be paper or electronic) of all of the work that must be completed and in the correct order in which to complete it to finalize the project.

After your team has decided what work needs to be done to complete the project, they must determine how long each task should take and assign a start date and finish date. Be realistic and gather accurate estimates for each task's completion or you run the risk of not completing your project on time.

When trying to determine a project schedule consider the following questions:

- When should each task and deliverable be completed?
- Who is responsible for each deliverable and task?
- Is it realistic to complete the work in the estimated timeframe?

The combination of the work, schedule and resources are your **project plan.** Project management software, Excel or a table can all be used to form your project plan. Before finalizing your project plan a **critical path** should be created. A critical path determines the earliest date a project can be completed and any task completion or start dates can then be modified. This will result in your completed project plan. When developing your project plan you should consider the following:

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- Each deliverable and associated tasks
- Tasks in order of performance
- Deliverable/task name
- Duration for each task (anticipated amount of time required to complete the task; this information should be in hours, days or weeks as appropriate for the project)
- Expected start and end date for each task
- Project completion date
- Individual(s) responsible for each deliverable/task (multiple tasks may be performed at the same time by the same person)
- Any notes or comments that might help the team

As an association officer team, there are several factors that you must consider when planning your project. Project **quality** is critical and your final deliverable must live up to your stakeholders' expectations. Project **communications** need to be carefully thought out and creating a plan that answers what needs to be communicated, when does the information need to be distributed, who should receive the information, where will the information be stored and how should the information be presented is essential. Every project has **risks**, to ensure your project is successful identify potential events or conditions and plan actions that will help to avoid negative project outcomes or even project failure. Many organizations have a defined procedure for **procuring** products and services. Take time to understand your association's procedure to obtain resources and follow it.

EXECUTING

Executing involves carrying out planned tasks, coordinating team efforts and ensuring progress aligns with the project plan. The project manager directs, manages and tracks all of the project work according to the project plan created in the planning process. They also ensure the project team members clearly understand what is expected of them, what tasks they are responsible for completing and the tasks and project are completed on time.

Adjustments may be required during execution due to unforeseen challenges, resource changes or timeline revisions. This can happen because:

- Tasks were overlooked
- Tasks were not included
- Time to complete a task was underestimated
- A team member is no longer available to work on the project

The project manager should hold regular project status meetings throughout the executing process to be sure that the project is progressing as planned, to keep team members up to date on the project and to identify and resolve any issues that arise.

MONITORING AND CONTROLLING

Monitoring and controlling involves tracking progress, addressing issues and managing approved changes throughout the project lifecycle. Monitoring and controlling are performed simultaneously and continuously throughout the entire

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project process. Though it is the project manager's ultimate responsibility to ensure the project is completed on time and delivers a product that meets all stakeholders' expectations, every team member is responsible for doing their part.

Each team member needs to begin and finish their tasks on time and communicate to the project manager if they run into any **issues** or **change requests** that will impact the project. Issues are concerns that may impact the project plan and the completion of a task. Change requests are formal requests to modify a document, deliverable or the schedule that will impact a project. Change requests must be approved by the project sponsor (Chartered Association Advisor) because they can change the scope, time, cost and quality of the project or deliverable.

Teams should also monitor for **scope creep**, the addition of unplanned work without adjustments to time, cost or resources. Scope creep is when work is added to the project without adjusting the overall project schedule or cost without the project sponsor's approval.

Think about a past project you may have worked on in your DECA chapter and answer the following questions to help you better understand how unexpected change can impact a project.

HOW DID THE CHANGES IMPACT THE SCOPE OF SCHEDULE OF THE PROJECT?

WHAT COULD HAPPEN TO A PROJECT TO CAUSE THE PROJECT SCHEDULE TO SLIP OR INCUR SCOPE CREEP?

Once the project work is complete the project team collaborates to ensure that the requirements and stakeholder expectations of the project were met successfully. The project team will meet with the project sponsor (Chartered Association Advisor) for final approval prior to delivering the final product to the association stakeholders.

CLOSING

Closing marks the completion of the project and includes final evaluation, documentation of lessons learned and formal approval of deliverables. Team members should sign off that they have completed their assigned work. The project sponsor (Chartered Association Advisor) will accept and sign off on the end of the project.

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The project team should hold a wrap-up meeting to discuss and review the project and identify and record the **lessons learned**. The lessons learned should include both successful outcomes and areas for future improvement and be organized into a document for future reference.

The team should ask the following questions and record any applicable responses into the lessons learned document:

- Did the project sponsor provide the right level of support to the team? If not, what could have been done differently?
- Did all the team members understand the reason for the project? If not, why not?
- Did the team identify the right project requirements?
- What could we have improved?
- How well did the team define the work that needed to be performed?
- If work was missed, is there anything that could have been done differently to avoid missing or overlooking necessary work?
- How accurate was the timeline?
- What could have been done to better estimate the time required for each task?
- Were risks identified early in the project?
- Were risks discussed throughout the project?
- Could we have improved our communication process?
- Did everyone have access to the information and documents they needed?
- What could we have done differently?
- Were problems identified and addressed quickly? If not, why not?
- Was the sponsor satisfied with the results? If not, why not?

Recognize and celebrate the completion of major initiatives to acknowledge team effort and reinforce a culture of collaboration and accomplishment. How your team chooses to celebrate is up to you. It could be a verbal thank you, a catered lunch, a fresh baked dessert or a fun team building activity.

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PROJECT MANAGEMENT SYSTEMS

As an association officer, you will oversee multiple initiatives and collaborate with team members to ensure successful execution. Utilizing a structured project management system helps keep projects on track, clarify responsibilities and maintain consistent communication across the team. The platforms listed below are examples of commonly used project management tools that can support organization, collaboration and progress tracking.

- **Google Workspace:** The various tools and applications can be used for project planning, productivity tasks, team collaboration and communication, report and progress tracking and document management.
- **Asana:** Asana is a tool designed to improve team collaboration and work management. Officer teams can use it to manage projects and tasks. Free accounts are limited to up to 15 users.
- **Redbooth:** Redbooth is a platform for communication and collaboration with instant messaging and video chat for swifter communication among project team members. Redbooth enables officers to communicate, plan and manage their projects. Free accounts are limited to two users.
- **Trello:** Trello is a collaborative tool that can help association officers stay organized with their projects. Officers can upload files, add comments, set deadlines and create checklists using this tool.
- **Wrike:** Wrike is a project management and team collaboration tool that officer teams can use to track dates and dependencies associated with projects, manage assignments and resources, and track time. Free accounts are limited to 5 users.
- **Clickup**: Clickup is a team collaboration, task and time management tool that officer teams can utilize to track the status of their projects. Free accounts have unlimited users and tasks.

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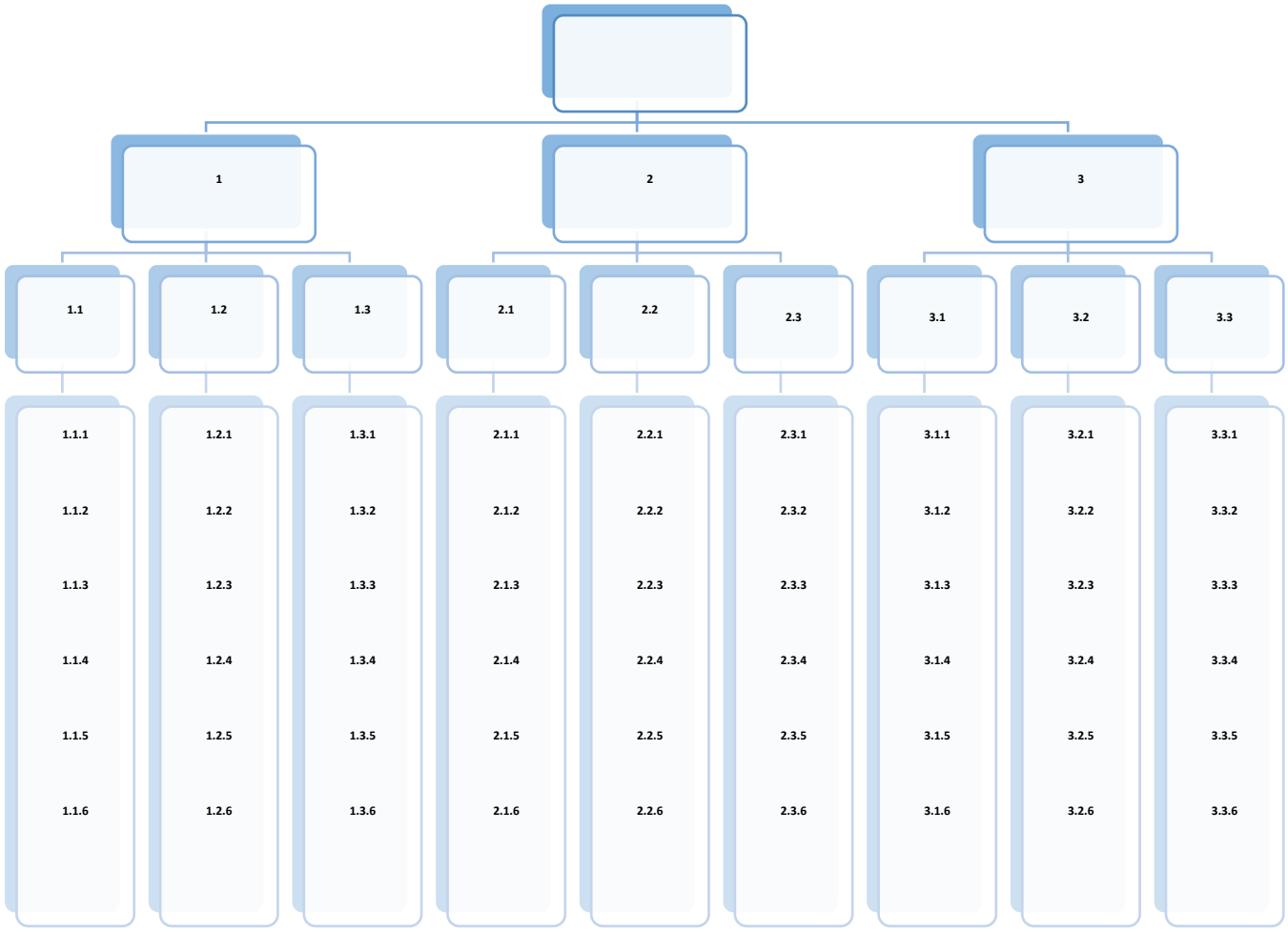
DECA PROGRAM OF LEADERSHIP

PROJECT MANAGEMENT PLAN

PROJECT TITLE	
PROJECT MANAGER	

WORK BREAKDOWN STRUCTURE



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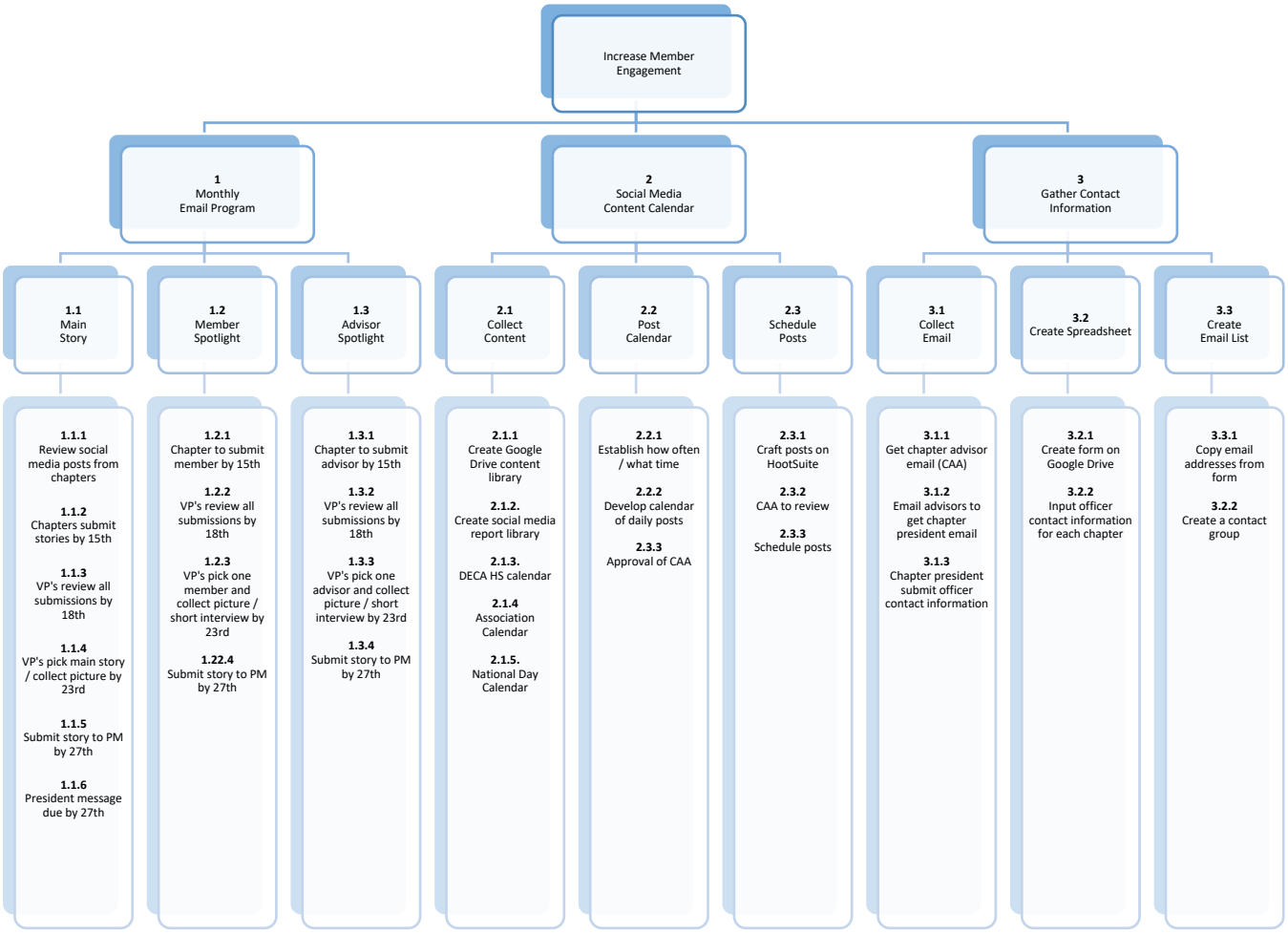
DECA PROGRAM OF LEADERSHIP

PROJECT MANAGEMENT PLAN

PROJECT TITLE	
PROJECT MANAGER	

WORK BREAKDOWN STRUCTURE SAMPLE



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STRATEGIES TO REACH ASSOCIATION MEMBERSHIP GOALS

JULIA PITLYK | 2008-2009 MISSOURI DECA ASSOCIATION PRESIDENT

PERFORMANCE INDICATORS

- Explain the nature of positive customer relations (CR:003) (CS)
- Reinforce service orientation through communication (CR:005) (CS)
- Explain factors that influence customer/client/business buying behavior (MK:014) (SP)
- Demonstrate connections between company actions and results (e.g., influencing consumer buying behavior, gaining market share, etc.) (MK:019) (SP)
- Explain the use of influencers as a word-of-mouth strategy (PR:321) (SP)
- Describe referral programs that can be used to build brand/promote products (PR:277) (SP)

INTRODUCTION

As an association officer, one of the best ways you can leave a legacy for your association is to focus on growing and supporting its membership. Members are crucial to your association. Simply put, without members, there is no DECA! As a student leader in this organization, you are one of the best people to tell prospective new members about all the benefits that DECA can bring them. In this section, you will find tips and guidelines to help you and the rest of your officer team form a successful plan for membership development and support.

UNDERSTAND YOUR GOALS

Membership across associations ranges from hundreds to thousands. To kick off the development of your membership plan, you need to know where your association membership is starting from and where it needs to go. Before you start developing membership development activities, set up time to talk to your Chartered Association Advisor and ask a few questions about membership, including:

- How many registered members did our chartered association have last year?
- What has been our membership count for the past five years? Are we growing or shrinking?
- What is our membership goal for this year?
- What membership development activities have worked for our association in the past?
- What are the membership guidelines for our association?
- Are we adding new chapters to the association this year?
- What are our membership registration deadlines?
- Are there any DECA membership campaigns that we are participating in or should be aware of?

Answers to these questions will help you have a better understanding of where your association stands in terms of membership and what goals are already in place that you and your officer team can help achieve. Between interviewing your Chartered Association Advisor and reviewing the guidelines for DECA's membership campaign, you and your team should be able to commit to a membership campaign goal that is achievable, timely and one to celebrate!

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DEVELOP AN ASSOCIATION MEMBERSHIP CAMPAIGN

Now that you have your membership goal set, let's get to work and make it happen! As a leader of your chartered association, your plan and energy for growing membership sets the tone for the members and advisors in your association. Action at the chapter level is where membership development goals are won, so your membership development plan should focus on giving chapter-level members and advisors the tools, ideas and motivation they need to reach their goals with you.

INDIVIDUAL GOALS FOR INDIVIDUAL CHAPTERS

To get the most out of each chapter, break down your association's overall membership goal into a chapter-specific goal that's easier for them to visualize and accomplish. Work with your association advisor to find the right way to break out those chapter-level goals. It could be that every chapter must increase their prior year's membership by a certain number of members or by a certain percentage of members. Your association advisor will be able to give you a better idea of what will work best for the chapters in your association. Remember, membership counts include more than student members! Chapters can add professional and alumni members to their rosters to increase their membership count – more on that later!

RECRUIT EARLY, RECRUIT OFTEN

Most membership development happens at the beginning of the school year. Makes sense, right? Students and members are excited for a fresh, new year and eager to make the most of it by joining an organization like DECA. But in reality, membership development is never ending, and you should encourage your association to keep up their membership recruitment throughout the year.

When it comes to membership development, here are strategies to keep in mind during key points in the school year:

- **Beginning of School Year**
  This is prime recruitment time! Use big membership campaigns and activities to take advantage of new class excitement and students that may be newly eligible for DECA membership to set your year off to a strong start.
- **Middle of School Year**
  Many associations gain more DECA members in the middle of the year when students enroll in DECA-eligible classes for the second semester. Take advantage of this and let your association's members and advisors know about the mid-year membership push. Set your membership campaign up for even more success by reminding chapters to market DECA-eligible classes to students during second-term enrollment. The more students that sign up for DECA-eligible classes, the more potential members you can recruit!
- **End of School Year**
  Membership development doesn't end after finals! Help your chapter associations keep the DECA drive going all summer by asking them to encourage students to enroll in DECA-eligible classes so next year's membership drive can start strong. Remind chapter leaders to help give DECA an early advantage by planning next year's membership efforts before the school year begins. Ask graduating seniors to join as alumni members and participate in summer orientation/registration to get the buzz about DECA started early!

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MEMBERSHIP CAMPAIGN IDEAS

There's no better group of people to recruit new DECA members than active, passionate students like you and your fellow leaders at the chapter level. After you define **what** you want each chapter to accomplish in terms of a specific membership number and **when** they should be recruiting, you need to help them with **how** they can work to achieve these goals. That's where the ideas come in! Though recruiting processes and style of every chapter are slightly different, there are some proven strategies and methods for developing membership both in the short and long-term.

FIND YOUR INFLUENCERS

- **Upperclassmen**
  Encourage chapters to leverage upperclassmen influence to recruit younger students and promote enrollment in DECA-eligible courses. Consider hosting a "Shadow a DECA Member" experience to demonstrate how DECA extends beyond the classroom.
- **Chapter Visits**
  Visit local DECA chapters yourself to talk about what you love about the organization and why students should sign up as members. As an association officer and student leader, you have a lot of influence over new membership!
- **Talk About DECA!**
  Help local DECA chapters communicate the benefits of DECA to their schools' principals, counselors and other administrative leaders through lunch and learns, letters, informative brochures and more. By engaging these administrators, they'll be better able to support local DECA membership efforts and can guide more students to our association.
- **Connect**
  Help chapters engage DECA alumni to share their experiences and career journeys. Alumni stories reinforce the long-term value of membership and inspire prospective students.

SHOW WHAT DECA HAS TO OFFER

- **Give a Sample**
  Encourage chapters to provide prospective members with a preview of the DECA experience. Host a mock competitive event, showcase awards or organize a social event that highlights chapter culture and connection.
- **Show Videos**
  Share DECA Inc.'s annual membership video and past ICDC videos with your association's chapters to communicate the power and passion of DECA at its greatest level.

MAKE MEMBERSHIP GOALS WORTH ACHIEVING

- **DECA Rewards**
  Align association membership initiatives with DECA's national membership campaigns and recognition programs to amplify incentives and visibility.

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- **Chapter Challenge**
  Challenge your association's chapters with your own membership competition. Set up tiered achievement levels and corresponding prizes and watch as that competitive spirit goes to work!

- **Association Rewards**
  Think about what special perks at the association level that you can offer to your high-achieving chapters. Can you offer special seating at your association's career development conference? An exclusive meet and greet with the officer team? A traveling trophy to the chapter that shows the greatest membership growth each year? Work with your association advisor to develop even more ideas that make membership goals feel like a must-win for your association's chapters.

SET YOUR ASSOCIATION UP FOR SUCCESS

While local chapters drive membership growth, association officers set the tone. Establish officer-level goals for increasing professional and alumni membership and leverage your platform to engage business leaders, policymakers and alumni. In the final phase of membership campaigns, these additional members can significantly impact your overall goal. Lead by example and develop a clear membership plan for your officer team.

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CHAPTER VISITS

JUAN PABLO SANCHEZ | 2014-2015 NORTH ATLANTIC REGION VICE PRESIDENT

PERFORMANCE INDICATORS

- Demonstrate a customer-service mindset (CR:004) (CS)
- Develop rapport with customers (CR:029) (CS)
- Build and maintain relationships with customers (CR:030) (SP)

INTRODUCTION

Chapter visits are a method to support your membership by engaging with members. Remember that the ultimate goal is to proudly represent DECA and your association. The same leadership, dedication and passion for DECA that landed you the opportunity to represent your association are the qualities you want to embody when making a chapter visit.

As an association officer, you have the latest knowledge and insight on what is going on with DECA at your association level. When visiting chapters, you want to make it as informative as possible for all the members who are eager to learn about the latest news and trends. Below are suggestions for a successful chapter visit.

BEFORE THE VISIT

Before visiting a chapter, you should connect with the chapter officers and/or advisor to learn as much as you can about the chapter. It is important to know how big the chapter is, what they are most passionate about and what they want to learn the most.

You want to be as prepared as possible before the chapter visit so confirm certain details when setting up the visit. This includes:

- The date and time for the scheduled visit
- The specific location that the chapter visit will take place
- Who to contact when you arrive
- The format of the chapter visit (meeting, event, fundraiser, etc.)
- The purpose of the chapter visit (recruitment, competition training, promotion)
- The timeframe for the chapter visit

The worst feeling is showing up to a chapter visit unprepared. Therefore, you can prevent this by making sure you bring everything you need for the chapter visit. Thankfully, you'll need to bring similar things to most chapter visits, so create a checklist to use for future events and add to the list as you see fit.

- Bring your association officer business cards to share your contact information with chapter members.
- If the chapter requests a more formal presentation, confirm what audio visual (AV) equipment (HDMI, audio, projector, etc.) is available to use.
- Share your materials via email in advance so they can set it up or bring it on a USB drive. Be sure to confirm with your association advisor what you can share in advance.

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Once you know what type of chapter event you are attending, it is important that you dress accordingly. If it is a more formal chapter visit, be sure to wear your professional DECA attire. There are times where you will be asked to attend a less formal chapter event such as a 5K DECA fundraiser event. With less formal chapter events, be sure to still represent DECA by wearing more casual DECA clothing and comfortable shoes. If in doubt, always consult your chartered association advisor.

DURING THE VISIT

Now that you've connected with the chapter and have a deep understanding of the event you are attending and the objectives for the meeting, you are ready to take on the exciting opportunity. The most important outcomes from your chapter visit should be to engage, educate and involve. Engage with chapter members by getting to know them, sharing your DECA story and telling them what you are most excited for this year. Once you've engaged with the chapter, you'll have a better idea about what they want to learn. This will fuel the knowledge and information you share with them about the latest news and trends going on at all levels of DECA. Lastly, be sure to motivate the chapter to take their chapter to the next level by getting involved with recruiting, volunteering, fundraising, competing and making the most of their DECA journey. Here are some tips:

- Ask a chapter officer to introduce you. Provide them with a brief bio so that they know what to say when they introduce you.
- Take lots of pictures and get them excited by telling them to use the current year's hashtag when sharing on social media and to tag your association and @decainc.
- Remember to ask questions and connect with the chapter members so that you can help them reach their specific goals for the upcoming year.
- If possible, bring some DECA swag to give away as rewards or motivators.

AFTER THE VISIT

Keep the momentum going! The chapter visit is the first step in establishing a long-lasting relationship with the chapter. After the visit, share the great experience on social media by tagging the chapter and posting pictures from the event. Congratulate them on their success and celebrate their efforts in their community and commitment to DECA. Within a week, write a thank you letter or email to the chapter advisor and officers and follow up if you promised them any information. Let them know your favorite moment from the experience, encourage them to reach out to you with any questions and share that you look forward to seeing them at your association conference (if not sooner).

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DECA CHAPTER VISIT PLANNING GUIDE

BEFORE THE VISIT | GET READY!	
What's the goal of the visit?	What to ask when setting up the visit:
What to bring to the visit:	What to wear to the visit:

DURING THE VISIT | GET THEM IN!	
Introduction [Share your DECA story]	Interaction [Get them engaged!]
Inspire [DECA Mission + Opportunities/Specific Topic]	Initiation [Ask them to get involved!]

AFTER THE VISIT | CELEBRATE THEM!	
Celebrate them on social media	Send a thank you
Follow up	Stay connected

When you visit a local school, you are an ambassador of your chartered association of DECA. Be sure to connect with your local chapter advisor and Chartered Association Advisor to make them aware of ANY chapter visit plans BEFORE you make the commitment to visit. There are school district policies, insurance and other key logistics that you (or those requesting you) may not know about that are important. Be sure to brief your fellow officers and Chartered Association Advisor after your visit so everyone can learn and improve for the future.

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WORKSHOP DEVELOPMENT

MORGAN THOMPSON | 2012-2013 HIGH SCHOOL DIVISION PRESIDENT

PERFORMANCE INDICATORS

- Determine learning objectives (HR:527) (SP)
- Choose learning methods (HR:528) (SP)
- Write training activities (HR:441) (SP)
- Prepare a training plan (HR:529) (SP)
- Design a learning module (HR:530) (SP)
- Facilitate employee learning (HR:531) (SP)
- Give verbal directions (CO:083) (PQ)
- Facilitate (lead) group discussions (CO:201) (SP)
- Make oral presentations (CO:025) (SP)
- Demonstrate effective use of audiovisual aids (NF:037) (SP)

INTRODUCTION

Workshops can be instrumental in accomplishing leadership goals during a conference or chapter visit. As an association officer, you will probably be asked to lead a workshop on more than one occasion during your term. Need help getting started? In this section, you'll find steps to planning and executing a successful workshop, along with worksheets to get your ideas onto paper.

SELECTING A TOPIC

When considering the topic you want to cover in your workshop, thinking in terms of a Venn diagram can be helpful-considering questions like: What do you know about? What's interesting to that audience? How can you teach them something new? Choosing your topic is possibly the most difficult part of creating a workshop. Follow these steps to help you get started:

BRAINSTORM

Write as many ideas for each section as you can, then step back and see if there's any overlap.

TIP | Go online and look at workshops for different conferences that interest you (either marketing industry conferences or leadership development conferences), read the topics and descriptions and get inspired!

OUTLINE

Write an outline of what you'd cover in the workshop. It can be a rough draft but write it out and get a feel for how you'd flow from one thing to the next.

TEST THE IDEA

Talk it out with others. It's easy for your thoughts to be scattered on paper, but having to summarize or explain it to another person forces you to be cohesive with how you explain it. Take their feedback and continue to iterate.

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PLANNING THE WORKSHOP

Planning is the most critical part of what makes your workshop successful. Take a considerable amount of time strategizing the following sections and writing out answers to these questions:

CONTENT IS KING

Begin with the end in mind – what should the participants be able to accomplish at the conclusion of your workshop? You want to make sure there is educational value to the experience since they are spending their time to participate. This will inform your workshop flow, including the learning objectives and the activities to support meeting those objectives.

- Introduction and Opening Exercise
- Preview/Core Message
- Learning Objective 1 and supporting learning activity
- Learning Objective 2 and supporting learning activity
- Learning Objective 3 and supporting learning activity
- Conclusion and Reinforcement of Core Message and Conclusion

TIP | After you've identified each of your learning objectives, reflect to ensure they support the core message you are trying to achieve. Then, after you've identified your supporting learning activities, reflect to ensure they achieve the learning objective they are supporting. If they do not, make appropriate modifications.

ROOM SETUP AND ATTENDANCE ESTIMATION

- Where will students be sitting?
- Where should they be looking?
- How long does their attention need to be in a certain place?
- Will they move around at all?
- How many students will be there?
- How should the room be organized to maximize focus and engagement?
- How can you adapt your workshop if your preferred room setup simply is not possible?

PROPS, TECH OR MATERIALS NEEDED

- Do you need any technology?
  - If you have a presentation, make sure you have a computer, projector, projector cord and your presentation on a flash drive (as well as at LEAST one other form of the presentation as a backup like in your e-mail or Dropbox.)
- Would a handout help your audience follow along?
- Do you want to give a takeaway handout or graphic organizers for them to remember key points when they leave?
- Do you want to draw anything out using flip charts?
- Do you need any other tangibles (i.e., markers, specific supplies, etc.) for the activities?

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TITLE AND DESCRIPTION

- Write an attention-grabbing title and description. Be sure to use exciting verbs to grab the attention of the reader. Use this opportunity to create excitement about attending your workshop before participants enter the door. For your title, you may wish to use this formula: Number/Verb + Adjective + Keyword + Promise. Your goal is to grab their attention and then use the description to explain the workshop. For example: "Six Stellar Strategies to Make it to the ICDC Stage."
- Keep the description concise and to the point and be sure to explain what the participant will gain by attending the workshop. Do not start the description with phrases like: "By attending this session, attendees will … leave a competitor." Instead, be engaging and conversational, such as "Ever dream of winning DECA glass at ICDC? Learn strategies to up your competitiveness and game from a two-time winner."

TIP | After you've written your title and description, review it against the workshop content. If a participant reads the title and description and then attends the workshop, will they leave the workshop with the promise made in the description met?

PRACTICE, PRACTICE, PRACTICE

- Practice at least 3-5 times minimum with other groups before first one
- Think about engagement
  - Moving around the room
  - Calling on people
  - Maintaining order
- Gather feedback, reflect, make changes

TIP | Once you have your workshop delivery down, do some contingency planning. For example, what if you have no projector/screen? What if you only have 10 attendees but your activity called for a minimum of 20? What if you were only expecting 50 attendees but 100 showed up? What if you prefer the room to be set in round tables, but you walk in and the room is theatre style? What if you normally need 60 minutes for your workshop, but you've only been assigned 30 minutes?

EVALUATING THE WORKSHOP

After delivering the workshop in front of a formal audience, make some notes for improvement to help with your next workshop. Review your notes and ask yourself the following questions:

- What component of the workshop was the most successful? Can this part be expanded?
- Were there any missteps along the way? If so, what can I do to prevent this in future sessions?
- If I were in the audience, would I have grasped the concept based on my own performance as a workshop leader?

Use the answers to these questions to make your workshop better and stronger for your next delivery. If possible, you can always survey audience members to get honest feedback via an online form and providing a short URL at the conclusion of the workshop.

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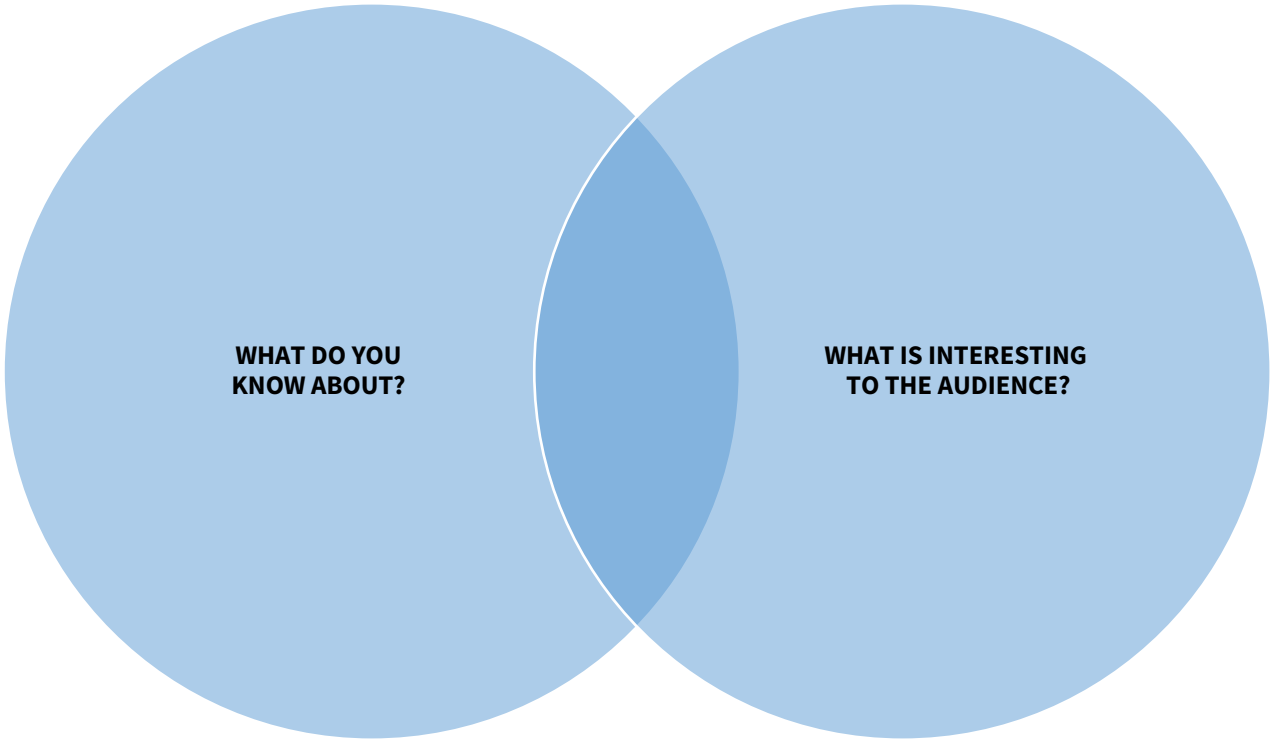
DECA
WORKSHOP TOPIC BRAINSTORMING



WHAT IDEAS STICK?	WHAT TOPICS CAN YOU COVER?

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DECA WORKSHOP FACILITATION GUIDE

WORKSHOP TITLE	
WORKSHOP DESCRIPTION	What's in it for your audience?

TARGET AUDIENCE	
TIME REQUIRED	
PREFERRED ROOM SETUP	

CORE MESSAGE	What's the call-to-action and final feeling you want your audience to leave with?
LEARNING OBJECTIVE 1	
LEARNING OBJECTIVE 2	
LEARNING OBJECTIVE 3	

EQUIPMENT + SUPPLIES	Be specific regarding technology and supplies needed.
PRESENTATIONS/FLIP CHART	
HANDOUTS NEEDED	

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ELEMENT	TIME	STEP-BY-STEP INSTRUCTIONS
INTRODUCTION + OPENING EXERCISE		
PREVIEW		
OBJECTIVE 1		
LEARNING ACTIVITY 1		
OBJECTIVE 2		
LEARNING ACTIVITY 2		
OBJECTIVE 3		
LEARNING ACTIVITY 3		
REINFORCEMENT + CONCLUSION		

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DECA WORKSHOP REFLECTION

To grow professionally, it is important to reflect on your experiences as an association officer. Use the form below after conducting a workshop.

EVENT/LOCATION	
DATES	
APPROXIMATE AUDIENCE SIZE	
SUMMARY OF YOUR WORKSHOP	
HIGHLIGHT OF THE SECTION	
AN OBSERVATION THAT MAKES THIS GROUP UNIQUE	
LESSON LEARNED/TAKE-AWAY	
WHAT'S NEXT	Do you need to send a thank-you note? Did you promise any follow-up? Do you need to make modifications for future workshop facilitation or adjust your facilitation guide?

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ASSOCIATION SERVICE PROJECTS

MORGAN THOMPSON | 2012-2013 HIGH SCHOOL DIVISION PRESIDENT

PERFORMANCE INDICATORS

- Explain the nature of corporate social responsibility (SM:082) (SP)
- Measure corporate social responsibility impact (SM:084) (SP)
- Explain the importance of company involvement in community activities (PR:315) (SP)
- Propose community issues for company involvement (PR:347) (SP)
- Participate in community outreach activities (PR:341) (SP)
- Plan special events (PR:360) (SP)
- Develop event budget (FI:795) (SP)
- Evaluate event volunteer needs (HR:563) (SP)
- Determine staffing needs for events (HR:558) (SP)
- Explain the nature of event marketing (MK:024) (SP)
- Explain the nature of event planning (PJ:011) (SP)
- Describe the nature of event management (PJ:012) (SP)
- Explain the role of feasibility analysis in the event planning process (PJ:014) (SP)

INTRODUCTION

Association service projects unify members around a shared purpose while reinforcing DECA's commitment to leadership and community impact. A well-designed project can raise funds, build awareness or provide direct service. The key to success is strategic planning, clear goals and strong stakeholder engagement.

CHOOSING A CAUSE AND GETTING BUY-IN

The first, and most essential, step in developing any successful project on an association level is getting buy-in from all the key stakeholders. This starts with your team and the individuals that will be working the closest with it. If the team that's trying to pull off this project doesn't have passion and excitement for it in this phase, it's only going to be more difficult to dedicate time and energy to it moving forward. Here are some ideas for creating a shared vision with each important group of stakeholders:

ASSOCIATION OFFICER TEAM AND ADVISORS

- **Dream big**
  Have a brainstorming session about the feelings and impact you want the project to have. Instead of saying, "We want to raise $10,000," consider the impact that these funds will have on people the organization touches. For example, that $10,000 may create an escape from the struggles of day-to-day life at an MDA Summer Camp or give meals to 50 families who are hungry. By starting out with the end in mind, your team will feel motivated and engaged in the mission.
- **Learn the back story**
  Whatever organization you're planning to support, take some time to understand their history, purpose and impact. It's often difficult to get this from just reading text on a website, so reach out and ask if the organization could have a representative talk with your group either in person or via a video call. Does this organization support the goals of

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your association? Are you working within their values and guiding principles as well? Remember, you are trying to help ***them***, not the other way around.

CHAPTER ADVISORS

- **Early Engagement and Alignment**
  Engage chapter advisors at the earliest stage of planning. Clearly communicate the purpose of the service project, the intended impact and how it aligns with DECA's mission and your association's Program of Leadership. Early alignment builds trust and increases the likelihood of meaningful participation. Whenever possible, prioritize direct conversations during conferences, virtual meetings or scheduled advisor sessions rather than relying solely on email communication. Your energy will be contagious.
- **Provide Structure and Resources**
  Advisors are more likely to support initiatives when expectations are clear and implementation is simple. Provide:
  - A clear timeline with milestones
  - Defined participation options (fundraising, awareness, volunteer hours, etc.)
  - Ready-to-use resources such as email templates, promotional graphics and planning guides

  Removing ambiguity increases execution consistency across chapters.
- **Recognition and Ongoing Communication**
  Maintain regular updates throughout the duration of the project so advisors understand progress and impact. After the project concludes, publicly recognize participating chapters and advisors through conference announcements, association communications or social media features. Recognition reinforces partnership and encourages future collaboration.

CHAPTER LEADERS

- **Showcase contagious enthusiasm**
  You know those people who are so excited about something they just have to tell you? If this is the way you feel about your team's service project, chapter leaders will naturally feel inspired to join. Lead by example and the chapter leaders who look up to your team will follow.
- **Use creative communication**
  Think about how you could reach officers in a new way, maybe that's putting together a series of Snapchats of your team and people from the organization talking about the cause, maybe it's walking them through your vision or mailing them a card. Use your creativity to get chapter leaders to hear your pitch.
- **Give them a job**
  When chapter leaders feel considered and a part of the team, they'll be excited to play their part.

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PLANNING THE PROJECT

The key to **planning** a successful service project is all about the small goals and checkpoints you set up along the way. If you take the time to make a realistic, structured plan, the rest will fall into place.

- **Be realistic**
  It's easy to dream big when you're so inspired on what you're working on but be conscious about how much time you'll be able to commit to the project throughout the year.
- **Make a timeline**
  Start with the end in mind and consider what you want to accomplish by a certain date, then work backwards
- **Define accountability**
  Work with your advisor to define roles and responsibilities. Using a RACI matrix, could help you separate who's responsible for actual execution vs. who just needs to be kept in the loop.
  RACI = Responsible, Accountable, Consulted, Informed
- **Assign goals and check-in points to specific dates**
  Understand what the priorities are for each phase in the timeline and schedule check-ins with your team to hold you accountable with what you need to have accomplished.
- **Have accountability partners**
  Work with someone else on the team to hold you accountable. Life gets busy and while it's easy to make big plans when you're in a meeting, it can be more difficult to stay focused and keep them during the year. Have another officer on the team check-in with you and ask if there's any blockers, they can help with to keep the project moving.

EXECUTING THE PROJECT

It's finally here! All the work you've put in has led up to this point. While this part can be stressful, your decisive planning beforehand will have set you up to be in a great spot.

- **Be clear with responsibilities**
  Make sure your team understands their roles, whether it's rounding up volunteers or picking up trash, it's important people know what's expected of them.
- **Create a day-of checklist**
  From set-up to tear-down and everything in between, since one person can't be in several places at once, empower other leaders to help and give them the information and guidance they need to do the job - whether that's a checklist of tasks, a script or clear, detailed instructions.
- **Expect the unexpected**
  Things never go as planned, coming in with that attitude will help you stay calm under pressure and help kick your problem-solving skills into gear.
- **Do a run through**
  Walk through the day with your team start to finish- from the first thing on the schedule setting up, to the final tear-down. Hopefully it is all documented (if not, write it out) and ask teammates to ask questions along the way and even poke holes in plans, this will only make it stronger. For example:
  - Do you think we need extra trash cans there?
  - Does "X" person know what they should do if situation "Y" arises?
  - Where are the outlets to plug in the speakers?

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EVALUATING THE PROJECT

After the completion of the project, make some notes for improvement and take some time to reflect on the impact. Review your notes and ask yourself the following questions:

- Did we reach our goal?
- What percentage of our association did we reach/participated?
- If we were to do this project again, what could change to make it better?

Use the answers to these questions to not only reflect on your own efforts, but to set a foundation for the team that follows. Make sure to thank members of the community that contributed money or volunteered efforts by sending them a thank-you from your team. To reach out to your association, consider making a reflection video that gives the outcomes of the project as something for students and advisors to be proud.

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DECA SERVICE PROJECT PLANNING

To help you brainstorm project ideas, use the form below.

WHO?	
CAUSE	
RATIONALE	
POSSIBLE PROJECT IDEAS	

HOW CAN THIS BE ACCESSIBLE FOR ALL MEMBERS/CHAPTERS TO PARTICIPATE?

CAN WE INVOLVE LOCAL COMMUNITY MEMBERS IN THE PROJECT? HOW?

WHAT RESOURCES CAN WE PROVIDE TO CHAPTERS TO HELP THEIR INVOLVEMENT?

HOW CAN WE USE SOCIAL MEDIA TO PROMOTE THE SERVICE PROJECT AT ALL PHASES?

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ASSOCIATION OFFICER PLAYBOOK

STRATEGIC COMMUNICATIONS

COMMUNICATING DECA

PERFORMANCE INDICATORS

- Explain the nature of communications plans (CO:195) (SP)
- Develop communications plan (CO:198) (SP)
- Implement a communications plan (CO:196) (SP)
- Monitor communications plan (CO:197) (SP)
- Adjust communications plan (CO:199) (SP)

INTRODUCTION

Effective communication is central to serving as an association officer. Whether engaging members, advisors, business partners or policymakers, your messaging should be intentional, consistent and aligned with your association's goals. Strategic communication is purposeful messaging designed to advance your Program of Leadership, strengthen your association's brand and drive measurable engagement. As a brand ambassador, your communications reflect both your association and DECA as a whole.

WHAT IS STRATEGIC COMMUNICATION?

Strategic communication is the intentional use of messaging to support organizational goals. It is not just sharing information, it is shaping perception, influencing action and reinforcing brand identity. Every message should connect back to your Program of Leadership. Your communications should aim to:

- Inform
- Motivate
- Activate
- Advocate
- Celebrate

DEFINE YOUR ASSOCIATION'S KEY MESSAGES?

Before launching any communications initiative, identify 3–5 core messages that define your association. These messages should:

- Reflect DECA's mission and guiding principles
- Support your Program of Leadership
- Be consistent across all platforms
- Reinforce your association's identity

WHAT ARE OUR ASSOCIATION'S KEY MESSAGES?

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THE STRATEGIC COMMUNICATIONS FRAMEWORK

1. **Create** Content
Develop messaging that aligns with your goals and is tailored to your target audience.

2. **Distribute** Content
Use appropriate communication channels to reach each audience effectively.

3. **Drive** Engagement
Include clear calls to action and measurable objectives to evaluate success.

Different stakeholders require different messaging approaches. Consider how your tone, channel and call to action should vary for each group and fill out the table below:

TARGET AUDIENCE	COMMUNICATION METHODS	MESSAGING + TECHNIQUES
Students		
Advisors		
Administrators		
Business Partners		
Parents		
Media		

CHANNELS OF COMMUNICATION

There are four major channels of communication, each requiring differing time and money resources.

- **Direct Contact** — In-person meetings, presentations, conferences
- **Earned Media** —Unpaid coverage/mention of your brand or organization by a third party which may include media publications, influencers and customers
- **Digital Media** —Social media, email marketing, or websites to share a message and can be in a form of text, audio, video and graphics
- **Paid Media** — Sponsored content that are paid for to reach a target audience, such as print advertising, online ads, social media ads and search engine marketing

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Consider how your association officer team may use these channels of communication.

CHANNEL	SPECIFIC CHANNEL	TARGET AUDIENCE REACHED
Direct Contact		
Earned Media		
Digital Media		
Paid Media		

MESSAGE CONSTRUCTION

As you develop your messages, it is important to think about the organization's mission, key messages, goals and actions you want to happen as a result of your communications. Your key messages should also ensure they show the importance of the issue, the relevance of the issue, a "face" on the issue, relate to the audience, encourage specific action, be culturally appropriate and be memorable.

- **Clarity** — Messages must clearly convey information. Keep your message simple by avoiding jargon and ensuring ease of readability. To check for clarity, ask someone who is unfamiliar with your message to review it and tell you how they interpreted it.
- **Consistency** — The more consistency you have in your message, the more it becomes familiar and understood. Ensure your messages from one channel to another channel and one project to another project are consistent. Avoid messages that would create conflicting or undermining information.
- **Main Points** — Strategic communicators always have their main points for both the organization as well as specific topics. These main points serve as the basis of talking points and should be stressed and repeated.
- **Tone and Appeal** — Consider your target audience and make sure the message's tone and appeal matches it. Generally, a straightforward, truthful honest and complete approach is always the best.
- **Credibility** — The person or source delivering the message should be trustworthy and believable, so the message carries the most weight. Be sure to fact check that your information is accurate.

Based on your Program of Leadership, develop one specific key message that you may deliver. Review it based on the above criteria and revise as necessary.

SPECIFIC KEY MESSAGE

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COMMUNICATION REVIEW AND APPROVAL PROCESS

All publications, workshops, presentations, remarks and significant communications must be reviewed and approved by the Chartered Association Advisor or approved staff member prior to sharing with the public. All written communication to anyone other than pre-approved association staff or fellow officers should first be reviewed and approved by the Chartered Association Advisor or approved staff member. All communication must be professional, positive and accurate.

Follow the procedure below for communication approval:

1. Proofread and edit your own work for accuracy.
2. Submit your best work to the Chartered Association Advisor at least two business days prior to the due date.
3. The Chartered Association Advisor or approved staff member will send back the work with corrections, suggestions, questions, etc.
4. Once the project is in final form, send the revised version.
5. The Chartered Association Advisor or Officer Coach must be CC'd on all emails.

Failure to follow this communication review and approval process may result in disciplinary action.

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WRITTEN COMMUNICATIONS

CARTER CHRISTENSEN | 2014-2015 HIGH SCHOOL DIVISION PRESIDENT

PERFORMANCE INDICATORS

- Explain the nature of effective written communications (CO:016) (CS)
- Select and utilize appropriate formats for professional writing (CO:088) (CS)
- Edit and revise written work consistent with professional standards (CO:089) (CS)
- Write professional emails (CO:090) (CS)
- Write informational messages (CO:039) (CS)

What's the setting of the written communication? What's your desired outcome?

It might seem strange to think of a 'setting' in a written communication, but it's crucial to know the environment in which you'll be communicating with someone. Are you writing a professional letter to your local city government? Sending an email to a business owner asking for their support of DECA? Think through the time, place and manner of your written communication. Remember — written communication can sometimes be the most difficult. Check the tone, the type and the goal you want to accomplish as a result of the communication.

TIP | You can find sample letter formats by searching the internet. Always proofread your work.

What about emailing?

During your time as an officer, you'll spend a great deal of time on your emails connecting with other important individuals. It's so important to initiate emails to new connections formally. If you're the first to reach out, it's your responsibility to set the tone of the conversation! Think through what you're trying to communicate — people use email to communicate messages quickly but thoroughly. Much like a paper or essay in class, people aren't looking for side comments or messages stemming away from the intent.

Best Practices

- Use a clear, specific subject line
- Begin with a professional greeting
- Timely and thoughtful responses demonstrate professionalism and reliability
- State the purpose of the email in the first paragraph
- Keep content concise and organized
- Use bullet points when appropriate
- Include a clear call to action or next steps
- Proofread before sending
- Use a professional signature

Avoid:

- Slang or overly casual language
- Excessive punctuation or emojis
- Sending incomplete or unclear messages
- Replying without reviewing the full conversation

TIP | After you've written your communications, reread it and delete any unnecessary extra words or phrases. You can usually decrease your word count by 30% and still convey the same message.

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PRESENTATION AND SPEAKING SKILLS

BRANDON ALLEN | 2016-2017 CENTRAL REGION VICE PRESIDENT

PERFORMANCE INDICATORS

- Facilitate (lead) group discussions (CO:201) (SP)
- Make oral presentations (CO:025) (SP)
- Explain the nature of effective verbal communications (CO:147) (PQ)
- Employ communication styles appropriate to target audience (CO:084) (CS)

Many would say one of the most appealing facets of serving as an association officer for DECA is the platform it provides to speak before audiences of hundreds, even thousands. With this opportunity comes great responsibility, technique and practice in order to convey your message in the most effective way possible.

Both you and your audience will get the most out of what you're communicating by following these short and helpful guidelines:

KEEP IT REAL

The best presentations give a feeling of spontaneity, even if they are highly scripted. The more natural you are, the more comfortable you will be on stage, and furthermore, the more receptive your audience will be to hearing what you have to say.

TELL THE STORY YOUR WAY

You may be tempted to emulate speakers you admire or even peers on your team. If you do that, your message could end up feeling contrived. Instead, map out the structure that seems most natural and tailored to your personal speaking style.

WORK THE CROWD

Before your presentation, if there's an opportunity, try to network with conference attendees in between role plays or during free time. The small talk will give you a better sense of your audience. Even better, you'll see more friendly and supportive faces in the crowd when you take the stage.

IT'S NOT ABOUT YOU

When you're reading your script or writing your piece, don't think, 'This is a message I must communicate.' Instead, try thinking about how people will benefit from and enjoy knowing about this! It's almost like you're providing a service on stage, which makes it feel more like a conversation.

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PSYCH YOURSELF UP, NOT OUT

Public speaking is one big mind game. Try not to stand backstage thinking about what could go wrong. Think more like an athlete before a big game. Psych yourself up with positive affirmations. You'll feel those thoughts enter your body and boost your confidence.

USE YOUR BODY'S NERVOUS ENERGY FOR GOOD

Don't try to contain all your nervous energy. Let it move through you and energize you for your talk. Ever tried the "Power stance?" Before you go on stage, stand in a pose that makes you feel assertive and confident. It may sound strange and look even more strange, but it works!

INTONATION IS EVERYTHING

Merge your tone with the topic of your speech. This is simply attaching a sensible emotion to the statements you make. For example, don't deliver great news in a monotone voice or serious news too excitedly. It can confuse the audience and take them off the direction you're steering them based on your message. Go through your script ahead of time and highlight words that should incite emotion. You can use different colors or marks as a self-guiding key.

Ultimately, no matter how well you prepare **— be okay with the unexpected.** You may forget a word, someone may drop something backstage or there might be a technical difficulty. Take a moment, breathe deeply and just roll with it. At the end of the day, the audience will follow your lead. Sometimes there are roadblocks to the finish line, but what's important is that you reach the destination of conveying your message.

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ON-STAGE PRESENCE

CURTIS HALEY | 2006-2007 HIGH SCHOOL DIVISION PRESIDENT

PERFORMANCE INDICATORS

- Make oral presentations (CO:025) (SP)
- Explain the nature of effective verbal communications (CO:147) (PQ)
- Employ communication styles appropriate to target audience (CO:084) (CS)

Although 90% of the work you're doing as an officer will be done behind the scenes, 10% is the fun part: speaking on stage in front of the members! Whether you live for the spotlight or get nervous speaking in front of the mirror, here are five tips for helping you make the most out of your time on stage.

PRACTICE, THEN PRACTICE AGAIN

The best way to calm your nerves and ensure that you're ready to deliver excellence is consistent, thorough practice. This means reading through your scripts, practicing your speaking parts in front of the mirror and rehearsing at least twice on stage with your full officer team. No one likes being the weak link struggling to keep up, so come fully prepared for your moment and treat it with the respect it deserves. Not only will you look better on stage, but your audience will also appreciate it!

MICROPHONES MAKE YOU LOUDER, BUT NOT LOUD

When you speak in front of an audience, you'll often be given a microphone. Some people think that pointing your mouth toward the magic sound maker will somehow transmit crystal clear sound all around the room - those people are wrong. Even with a mic, you still need to project your voice loud enough to be heard all throughout the room. It’s also important to speak slowly enough for each word to be heard by the audience. Remember, it's MUCH easier to get LESS volume out of a speaker than MORE - concentrate on projecting powerfully with the mic just a few inches from your mouth and you'll be surprised how good you sound!

YOU’RE NOT A SOLDIER OR A SOCCER PLAYER

Standing naturally on stage is harder than it looks. Often people will stand with their arms crossed like they are guarding Buckingham Palace or protecting themselves from a soccer ball. While on stage, keep your hands naturally at your side with a pleasant look on your face. Remember, if you're not speaking or presenting, the goal is for the audience to NOT notice you at that moment.

YOU’RE ALSO NOT A ROBOT

Think of the most boring speech you've ever heard. Was the speaker mechanically reciting a prepared speech, or even worse, reading off a script or PowerPoint? The worst! The audience wants to hear the words in your script, but they also want to feel a connection to a real human being. Rather than concentrating on saying every single word in the correct order, dedicate your energy to sounding like an excited, dynamic human being who's having fun speaking in front of others. If you're not having fun, the audience isn't either!

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KEEP CALM AND CARRY ON

Being on stage in front of a live audience is a perfect recipe for the unexpected. Whether it's an audience member who doesn't follow stage cues, a flubbed line or AV issues, it's more likely than not that something won't go according to plan. So, what do you do when that happens? Keep calm, keep smiling and keep going! Most of the time the audience won't even realize something's gone wrong until the people on stage start panicking, so just act natural and do your best to move forward to the next part of the program. Don't run, don't apologize and don't panic! With these tips in hand, you'll be ready to rock your next on-stage performance. Just don't wear yourself out signing autographs for all your adoring fans!

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DIGITAL LEADERSHIP

PERFORMANCE INDICATORS

- Describe the impact of a person's social media brand on the achievement of organizational objectives (CO:205) (CS)
- Distinguish between using social media for business and personal purposes (CO:206) (CS)
- Create social-media brand identity (PM:290) (SP)
- Maintain a consistent brand voice in social content (PR:389) (SP)
- Leverage social networks for customer engagement (PR:379) (SP)
- Implement strategies to grow social media following (PR:395) (SP)

INTRODUCTION

As association officers, you now represent DECA and your association at all times, especially online. Your social media actions not only reflect you, but DECA as an entire organization. Anything you share, like or post can have a direct impact on your association and DECA Inc., as well as its members, advisors, partners and all constituents.

This section provides guidance for association officer use of social media, which should be broadly understood for purposes of this policy to include Instagram, TikTok, Facebook, X, Snapchat, LinkedIn, YouTube, blogs, message boards, chat rooms, electronic newsletters, online forums, social networking sites and other sites and services that permit users to share information with others.

As association officers, you should be yourself and show your personality, but it is important to always keep the DECA brand top of mind. This means that you don't need to make every post directly about DECA, but all messages should be relatable and relevant.

Whether you've been tasked with managing your association's social media or just your personal accounts, every post has the potential to positively reflect yourself, your association and our organization. Here are some best practices for managing your personal and association's online presence.

EXPECTATIONS

The following principles apply to professional use of social media on behalf of your association, as well as personal use of social media when referencing your association.

- Association officers are responsible for promoting association programs, activities, conferences, announcements, etc. on social media.
- Association officers should be aware of the effect their actions may have on their brand, as well as the association's brand. If a member, advisor or stakeholder alerts the Chartered Association Advisor to any questionable content posted by an association officer on his or her personal or private social media accounts, the Chartered Association Advisor reserves the right to take disciplinary action on the association officer(s) responsible for the content.

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PERSONAL SOCIAL MEDIA

Account Profiles:

- Your social media accounts should be consistent across all platforms (same profile picture, bio, etc.)
- Profile pictures should be professional.
- Your account bio should be clear and informative.
- Include the disclaimer "All views are my own" in your bio.

Before posting, ask yourself the following questions:

- Am I logged into the correct account?
- If you manage your personal and association's social media accounts, be sure you are posting to the correct account.
- Will I offend anyone with this content?
- If you wouldn't say it on stage during your association conference, then don't post it on social media.
- Is this appropriate for a social media outlet or better communicated another way (i.e., a personal conversation with a friend)?
- Did I spell check?
- Is this something I really want to share or am I reacting to someone/something else/venting/complaining, etc.?

Every post should engage and encourage every DECA member. If it can only be applied to a certain group (i.e., inside jokes, private conversations, etc.), then do not post.

Personal social media should be dedicated to promoting DECA's programs and initiatives both association-wide and internationally.

ASSOCIATION SOCIAL MEDIA

Account Profiles:

- Association social media accounts should be consistent across all platforms (same profile picture, bio, etc.)
- Link in bio (TikTok, Instagram, Facebook) should link to association website, if applicable, or deca.org.
- Account profile picture/cover photo and bio should follow DECA's branding guidelines.

Social Media Tools:

- Adobe Express, Post Planner, and Buffer offer free services that let you schedule posts for each of your association's social media accounts.
- Bit.ly is a free service that shortens links, allowing you to use links in social media posts without exceeding character limits.

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Best Practices:

- Designate **one person** who is specifically responsible for posting to social media. If it's everyone's responsibility on your team, then it's no one's responsibility.
- All officers on your team should be encouraged to suggest/submit posts but they need to be proof-read and approved by one officer.
- Use decadirect.org as a resource when creating content for social media posts.
- Follow DECA and other association accounts to stay up-to-date with the latest DECA news and for inspiration for social media posts.
- Be consistent in your posting.

While at conferences:

- Association conference hashtag should be short yet clear and timeless. Don't include a year in your hashtag.
- When brainstorming hashtags, search for possible hashtags on social media beforehand. You may be using a hashtag that has already been used by another organization/group.
- During association conferences, encourage conference speakers/exhibitors to use the conference hashtag.
- Engage with what your chapters are posting while attending association conferences.
- Know the conference program and schedule posts/tweets to remind conference attendees of workshop times, important events, etc.
- Use DECA theme/hashtag. **The ICDC hashtag is always #DECAICDC.**

UNACCEPTABLE USE

Although not an exhaustive list, the following social media conduct is explicitly prohibited. If any of the following occur during an officer's term, the Chartered Association Advisor reserves the right to take disciplinary action, as outlined in this playbook.

- Posts that violate the standards explained in the Code of Professional Conduct
- Posts including commentary, content or images that are defamatory, proprietary, harassing, libelous or that can create a hostile environment
- Content that pertains to politics or religion
    - Association officers represent an organization of diverse members with various backgrounds and views. As an educational organization, DECA Inc. is bipartisan and has a civic responsibility to not influence the choices of others in these matters. Exceptions may be made for The Carl D. Perkins Career and Technical Education Act, DECA's Congressional Advisory Board or any advocacy trips and/or DECA conference activities that are taking place on government property, upon approval from the Chartered Association Advisor.
    - DECA Inc. has a diverse and unique membership and strives to be inclusive towards all its members by remaining neutral towards religious holidays, events and traditions.
- Engaging in illegal actions, use of alcohol or tobacco products (including e-cigarettes and vaporizers), partying of any kind

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In addition, the association will enforce the following:

- Association officers are not to publish, post or release any information that is considered confidential or not for public consumption. If there are questions about what is considered confidential, check with your Chartered Association Advisor before posting.
- Association officers should get appropriate permission from the Chartered Association Advisor before referring to or posting images of questionable content.

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SOCIAL MEDIA STRATEGY

PERFORMANCE INDICATORS

- Implement digital marketing campaign (PR:381) (SP)
- Explain the use of social media for digital marketing (PR:365) (SP)
- Write content for use in social media (PR:371) (SP)
- Leverage social networks for customer engagement (PR:379) (SP)
- Monitor daily social-media analytics (IM:468) (SP)
- Monitor online brand and reputation (IM:430) (SP)

INTRODUCTION

One tool that can be used for member engagement is social media. Social media platforms can help promote your events, association goals, Program of Leadership and build your association's brand while interacting directly with your association members. The following steps will assist you in creating a social media strategy:

Set meaningful social media goals that align with your association's objectives.

Set SMART goals. The more specific you can be the easier it will be to make sure you achieve your goal. Take the example of the goal of increasing your Instagram followers.

- **Specific**: Be clear in what your goal means — does increasing Instagram followers mean 10 new followers or 100?
- **Measurable**: You have to be able to measure every goal. "Improve Instagram content" is a great concept, but it is not a measurable goal. However, increasing Instagram content so that our account has 100 new followers is measurable.
- **Achievable**: Your social media goals should be achievable, even when they require effort and work on your end. For example, if you have 2,000 followers on Instagram, can you realistically double that in one year?
- **Relevant**: This ties your goal back to your association's objectives or your Program of Leadership. Does your goal support your association's objectives, vision and values?
- **Time-Based**: Have a timetable for completion so you can schedule check-ins and have a completion date. For example, "Increase Instagram follower numbers by 500 to boost member engagement in four months."

Learn about your target audience.

Look at social media analytics to determine which social media platforms are seeing the most activity to ensure you spend your time on the right channels. You should also consider views/impressions (times your content was played or displayed), reach (how far your content is spreading), engagement, and which hashtags are being used the most.

Research the competition.

Follow other CTSOs' and associations' social media channels to see what they are doing well (or not so well) to help you set your own social media targets. Pay attention to imaging, branding, member engagement and comments to help you make an action plan for improvements and goals on your association social media channels.

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Conduct a social media audit.

Review all of your association social media channels and ask yourself the following questions:

- What is working? What is not?
- Who is connecting with our association on social media?
- Which platforms does our target audience use most often?
- How does our association's social media presence compare to other DECA associations or other CTSOs?

Create a social media template so that you can have a quick look at all your association's social media platform information in one snapshot.

Platform	URL	Profile Name	Followers	Last Activity
Instagram	https://www.instagram.com/decainc	@decainc	47.1 K	3/1/2026

Set-up new accounts or improve existing accounts.

Does your association have social media channels created? If not work with your Chartered Association Advisor on creating new accounts on the best fit platforms. For each social media platform your association uses, you will need to create a strategy on how to best utilize that platform to reach your goals.

Create and curate engaging social media content.

The easiest way to do this is to create a social media content calendar. Sharing content is great but you should have a plan in place for when you will share and interact with your followers. You should also create a posting schedule within your social media calendar listing the date and time in which you will post content to various social media channels.

TIP | Use Dropbox or Google Drive to create a social media content library so your entire team has access to the assets. You can insert the file links into your content calendar.

A handy tip for creating content is the "Rule of Thirds"

- 1/3 of posts should promote your association
- 1/3 of posts should interact with your followers
- 1/3 of posts are relevant shares which would be useful to your followers

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HOW TO CREATE A SOCIAL MEDIA CONTENT CALENDAR

A social media content calendar plays an important role in your association's overall social media strategy. It is a big commitment at first, but with planning all that initial invested time will pay off by allowing you to easily manage your association's social media platforms.

Creating a social media calendar ensures that:

- Your association is creating and planning content that meets your SMART goals
- You do not forget important dates or events
- You have a balanced variety of posts
- Your association's posts are consistent and relevant all year
- The entire association officer team knows what they need to do and when it needs to happen

Once your association's social media content has been planned your team can create a social media calendar spreadsheet or download a template to fill in with your content.

There are numerous social media template calendars available online and a quick search will yield multiple results. As an association officer team, you should decide how much detail you may need on your calendar and find one that suits your needs. You should focus on a content calendar that is simple to use so that you get into the habit of posting and scheduling. The simplest way to create a social media calendar is by topic or theme.

If your association is only focusing on a couple of social media channels, then a calendar organized by theme may be your best option. This type of social media calendar uses a topic or theme for each day of the week.

An example you may be able to use for your association is:

- **Monday** – Meme Monday
- **Tuesday** – Tuesday Tip or Testing Tuesday
- **Wednesday** – Why DECA Wednesday
- **Thursday** – Thankful Thursday
- **Friday** – Friday Feature
- **Saturday** – Selfie Saturday
- **Sunday** – Spotlight Sunday

If you regularly post on multiple social media platforms, create a monthly content calendar. You can use Google Calendar or a calendar template on Adobe Express. At the beginning of the month, plan out the themes on your calendar. Make sure to break up the information-based content by posting content about unique holidays, memes and TikTok trends.

TIP | Daysoftheyear.com is an excellent resource to use for unusual holidays.

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Other ideas to incorporate into your content calendar are:

- **Post an engaging question:** People love sharing their experiences on social media and an easy way to encourage engagement from your followers is to ask questions.
- **Fill in the blank:** A post like "My favorite fall conference memory is____?" will help to inspire conversation.
- **Caption this photo:** Asking your followers to provide a caption is a creative way to encourage interaction.
- **Feature members:** Showcasing your association members will help to make meaningful connections amongst your followers.
- **Share relevant content:** DECA Direct articles and CTSO news are great resources to share.
- **Promote association and chapter events:** Let everyone know what is happening within your association and at local chapters.

Numerous social media content tools can be used to help manage your social media calendar. Some of these tools will charge a monthly fee but you can also use them to schedule your posts.

Adobe Express scheduler: Unlock the power of social planning with the Adobe Express social media content planner. Quickly create, plan, preview and schedule your content with an easy and intuitive calendar.

Google Sheets/Microsoft Excel: Google Sheets or Excel both have everything to create a social media content calendar that should fit your needs. It is simple to use and easy to share with all team members, who can all edit and work in the calendar to update and change it.

Project Management Software (i.e., Asana, Redbooth or Trello)**:** Project Management apps that use cards, customizable boards and lists to manage the content production process from start to finish. You can use this to plan your social media calendar. The ability to add attachments, comments and labels makes it a great program for collaborative working in teams.

Buffer: Buffers social media calendar allows your team to plan, collaborate and publish content that drives meaningful engagement and growth for your brand.

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SCHEDULING POSTS

Using a social media strategy, a social media calendar and some planning will ensure that your association meets its social media goals. Now that you have planned all of your content ahead of time you can use a scheduling tool to schedule multiple posts in order to batch your work and save time from manually posting to each channel. There are numerous scheduling tools that can be used to meet the needs of various organizations however, most of the free versions will work well for your association. Here are a few examples:

Adobe Express Scheduler: Unlock the power of social planning with the Adobe Express social media content planner. Quickly create, plan, preview and schedule your content with an easy and intuitive calendar.

Buffer: The free plan allows users to manage up to 3 social media profiles, schedule up to 10 posts in advance and create content.

Post Planner: The free plan allows users to schedule posts for a steady stream of content.

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VIRTUAL MEETINGS

PERFORMANCE INDICATORS

- Maintain collaborative partnerships with colleagues (EI:061) (SP)
- Facilitate (lead) group discussions (CO:201) (SP)
- Foster open, honest communication (EI:129) (SP)
- Collaborate with others (EI:130) (SP)
- Use consensus-building skills (EI:011) (SP)
- Motivate team members (EI:059) (SP)

INTRODUCTION

As an association officer, participating in virtual meetings will play an important role in working remotely with your team and with the chapter officers within your association. The number of virtual meetings has increased dramatically, and you will need to participate and professionally run virtual meetings. Virtual meetings are quick to arrange, inexpensive and efficient, allowing anyone to participate regardless of their location. However, virtual meetings need to have a different approach than face-to-face meetings to be effective.

Virtual meetings are easy to conduct. All that is needed for participants at the basic level is:

- An Internet connection
- Audio (through computer speakers or telephone)
- Webcam

Many organizations use secondary virtual meeting software that helps with things like engagement and brainstorming, among other meeting activities.

VIRTUAL TEAM ETIQUETTE

Basic etiquette still applies to virtual meetings along with a different approach and strategies to make them successful. Treat a virtual meeting just as you would a face-to-face meeting and practice common courtesy, people want to be heard, seen and respected during a virtual meeting just as they do in traditional meetings. Just like your e-mail address and social media handles, make sure your username displayed on the virtual meeting is professional.

Be aware of your surroundings

Ensure you are in a quiet space with few distractions. Turn off notifications and silence your phone. Look around your space to make sure it looks professional. Have a neutral background or use a virtual background. Be sure you are in a well-lit room. Use a desk lamp or sit near a window.

TIP | Download DECA branded virtual backgrounds at **decadirect.org**.

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Use a computer, not a phone (if possible)

Using a laptop allows you to take notes or easily share files from your screen. This can be difficult if you are holding a phone or balancing it on a desk. Try to keep your camera at eye level. You can stack books or raise or lower your chair, if necessary. This makes the virtual meeting more natural as if you are sitting across from each other at a table.

Dress appropriately

Dress appropriately for a virtual meeting and dress as you would if you were meeting in person. Whether you are participating in an audio or video conference, maintain a professional posture and appearance.

Mute your microphone when you are not speaking

Muting your microphone when you are not speaking gives others the ability to speak and share their thoughts without distractions. It can be frustrating to meeting attendees to hear echoes, a dog barking or background noise from your house. Noises are amplified in a virtual setting and it is distracting to all attendees.

No eating during a virtual meeting

Try to eat a snack before your virtual meeting. No one wants to watch you eating while discussing important business matters. Not only is it distracting to others, but it makes it difficult for you to take notes or to answer a question with a mouth full of food.

Speak up and speak clearly

When you enter a small meeting (around two to five people) announce yourself when you join but only during a pause in any conversation. Talking over others during an in-person meeting is rude, and the same is true for a virtual meeting. When it is your turn to talk, speak clearly, and slow enough for everyone to understand what you are saying. Remember that sound quality is very important for virtual meetings and lags due to slower connections are unavoidable, try to ensure you do not speak over anyone else.

Give your full attention to the meeting

It may be tempting to check your email, answer a text or carry on a side conversation but if you do you might miss out on key information or miss an opportunity to give your input. Don’t stare at your phone while someone else is talking, you may be listening, but it may make the speaker feel like you do not think what they are saying is important. Use attentive body language and be present for the meeting and you will get so much more out of it.

Keep the meeting moving

Be respectful of everyone’s time and keep the meeting moving forward. If you are the meeting organizer, you may limit attendees to only necessary individuals. Too many attendees make it difficult to keep the meeting on track and can be distracting. It is a good idea to use the chat feature for side conversations or questions so that the main conversation can continue without interruption.

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STRATEGIES FOR HOSTING A VIRTUAL MEETING

As an association officer, you will most likely facilitate a virtual meeting during your term. It is your responsibility to ensure the meeting runs smoothly and reaches the desired outcomes. Developing the skills to be an effective remote meeting facilitator will assist you in making your term more successful and give you valuable skills to use in the future.

Determine if your meeting is necessary

Not all meetings are necessary! Virtual meetings should be scheduled so that attendees can engage in discussions, solve problems, collaborate and provide feedback. Send an e-mail for updates prior to the meeting. To ensure that people have read updates, require a follow-up action item, such as a response to a question. You should consider the frequency and relevancy of your virtual meetings when determining if your meeting is necessary.

Choose the right technology and test it

There are a variety of virtual meeting platforms (TEAMS, Zoom, Webex, GoToMeeting, Google Meet) that can be used to run your virtual meeting. Test your virtual conferencing platform in advance and double-check your audio and visual settings. Also make sure you correctly grant any necessary permissions to other team members. This will prevent time from being wasted on technical issues during the call.

Be prepared

Virtual meetings need the same preparation as a face-to-face meeting. Your meeting should have a purpose and objectives, consider who should attend, what do you need to discuss and how long you should spend on each item? When planning a meeting consider the following:

- Key talking points
- Meeting structure (for example, think of when and how long you plan to discuss each talking point)
- Members that will be in attendance
- What each member is responsible for bringing to the meeting
- Any relevant documents or files

Consider the rules and expectations of how attendees will contribute to the virtual meeting.

Schedule a specific time

When you schedule a virtual meeting, consider any time zone differences. Every Time Zone has a slider that allows you to see what time it is across time zones. Always have a specific time scheduled and confirmed for meeting attendees. Try not to make any last-minute changes unless it is necessary. It is always best to schedule meetings far in advance, with plenty of notice so attendees are more likely to attend.

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Keep meetings secure

Some virtual meeting software comes with numerous security features to control access to your meeting.

- Lock your meeting after everyone arrives
- Control screen-sharing
- Use a waiting room
- Ability to remove participants
- Ability to mute/unmute attendees
- Disable individual chat feature
- Use an automatically-generated meeting ID and password

Stick to a schedule

One of the best tools for staying on schedule is an agenda. Make sure you follow the timetable set out in advance. If attendees know the schedule you are trying to stick to, they will be able to help you stay on track rather than wasting time with unrelated items.

Just like an in-person meeting, virtual meetings can get off-track if there is no structure. If you are running a virtual meeting start on time to respect all attendees' time. If someone joins late, catch them up later. Several days before the meeting send out login details (or a link), an agenda, a list of attendees and start and finish times. This way everyone has a chance to review the items and formulate their ideas and contributions. You should also send out minutes following the meeting so that participants have something to reflect on following the meeting.

Engage attendees

Engage meeting attendees by assigning roles, responsibilities and talking points. This will give them a purpose to participate in the virtual meeting and will make it more engaging for all meeting attendees. If you are the host it can be difficult to take notes, write down questions for follow up or manage a slide presentation as well as run the meeting. This will slow down the conversation and cause you to miss important information. Therefore, it can be helpful to assign those roles to other attendees.

If there are people in the meeting who are less comfortable speaking up, structure the meeting in a way that gives everyone an equal opportunity for their voices to be heard, like a round-robin-style discussion, where everyone gets a few minutes to share their insight on the topic or polls to get a quick consensus on a decision.

Some virtual conferencing platforms allow the host to record the meeting to the cloud to share with participants or for those that were unable to attend.

Virtual icebreakers and casual conversation

If your meeting is small, spend a few minutes at the beginning of the meeting checking in with everyone and catching up. If your meeting is larger include a short icebreaker or use the polling or chat feature within the virtual meeting platform. These few minutes will boost engagement and strengthen your team's connection.

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Call on people

Having all attendees participate without talking over each other is one of the more challenging aspects of running a virtual meeting. Call on individuals to speak, ask their opinion and go around the table for input before a decision is finalized. Some virtual conferencing platforms allow attendees to "raise a hand" but you can also just ask attendees to visually raise their hand if they want to contribute or have questions.

Plan an effective wrap-up

At the end of the meeting, do not just log off or hit end meeting. Make sure every attendee is leaving with a clear objective. The key things everyone needs to know are:

- Deliverables and next steps
- Who is responsible for assigned items or tasks
- When the deliverables are due
- When the next meeting or check-in will be

Let everyone know that you will send out meeting minutes or a link to the conference recording and that you will follow up with any attendees to answer any questions that you were not able to provide during the meeting. Be sure to thank everyone for their time. A successful virtual meeting requires participation by all attendees. Show your appreciation by saying thank you before hitting the end meeting button.

Be prepared for technical difficulties

It is impossible to prepare for every issue that may come up during a virtual meeting, but you should log on to the meeting beforehand to make sure everything is working properly. Check to see if the connection is stable and have a backup plan if necessary. Have all of the resources you will need in front of you or pulled up on your computer so that you are not scrambling to find what you need in the middle of the meeting.

Tips for attendees without internet

Use a virtual meeting platform that can accommodate phone dial-in, such as Google Hangouts or Zoom. Check with these members to see what the best method for them is to participate in virtual meetings. It may be necessary to hold a conference call with a group of these members to share information and increase participation.

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INTEGRATED MARKETING CAMPAIGN

RYAN ALEXANDER | 2009-2010 HIGH SCHOOL DIVISION PRESIDENT

PERFORMANCE INDICATORS

- Explain the role of promotion as a marketing function (PR:001) (CS)
- Collaborate in the design of slogans/taglines (PR:266) (SP)
- Explain the nature of event branding (PM:288) (SP)
- Develop event participant profile (MP:044) (SP)
- Participate in the design of collateral materials to promote special events (PR:234) (SP)

INTRODUCTION

Integrated Marketing is an approach to creating a unified and seamless experience for consumers to interact with the brand/enterprise. It attempts to meld all aspects of marketing communication such as advertising, sales promotion, public relations, direct marketing and social media, through their respective mix of tactics, methods, channels, media and activities, so that they all work together as a unified force. It is a process designed to ensure that all messaging and communications strategies are consistent across all channels and are centered on the customer.

Developing your association's brand or theme for the year can be one of the most exciting tasks of your term. The theme you decide on will be a year-long commitment that you'll be using across multiple platforms, so you want to make sure it aligns with your association's goals and of course, the DECA brand. Think of this as a call to action for your association, as this is a motivation for them throughout the year and something to live up to through their DECA experience.

KEY QUESTIONS

Ask yourself these questions:

1. Does it make sense at first glance or does it need a lengthy explanation?
2. Can you easily make it the theme of a speech, chapter visit or workshop?
3. Can it identify with DECA's guiding principles?

COMPONENTS OF A POWERFUL THEME

Your theme is much like a product's brand (using elements, experiences and perceptions to identify a business or organization and its products). For example, Apple conveys a sense of cool, contemporary and simplicity, while Nike represents energy effort and persistence.

Your task will be to create a brand (or theme) for your association to use throughout the year and at your association career development conference. You may use the theme in planning conference materials like shirts and name badges, scripting for your sessions and content in your program. Therefore, it is extremely important that your theme makes a positive statement about your association, appeals to your audience, can effectively be incorporated into the conference and provides continuous brand promotion.

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Keep these guidelines in mind:

- **Know your audience**
  What is currently popular that high school students would like and how can we adapt it? Think pop culture: TV shows, movies, sayings. As a high school student, you should be able to relate to your target market!
- **Know your organization**
  As a premier CTSO for high school students with interests in marketing, finance, hospitality, management and entrepreneurship, how can we separate our organization from similar ones? How can we make ourselves *the* organization? Keep in mind brand recognition.
- **Think about visualizations and logos**

  What would make a cool shirt that DECA members could wear and others be attracted to? Try to use strong action words like build, grow and climb that promote a positive direction.
- **Simple is better**
  We want our theme to be easy to remember and relate to our association. Keep the theme a short, easy-to-say phrase.

A powerful brand will create:

- **Brand loyalty**
  Consumers are willing to pass other brands for the one they want most.
- **Brand recognition**
  Consumers are aware of a brand and know something about it.
- **Brand insistence**
  Consumers absolutely, positively want one brand and only one brand.

Coolhunting is a term referring to a group of marketing professionals called “coolhunters.” Their job is to make observations and predictions in changes of new or existing cultural trends. **Go coolhunting in your school!** Observe your friends and ask them what they think is cool. **Go coolhunting in our society!** What are some of today’s top brands that relate to high school students? What are the cool components of their marketing campaigns? Think about influencers — people who have the power to affect the decisions of others because of their authority, knowledge, position or relationship with their audience.

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DEVELOPING YOUR THEME

THE BASICS OF DECA	
What is DECA?	Why does DECA exist?
What are the benefits of being a member?	How is DECA different than other activities?

AUDIENCE	
Primary Target Market + Description, Demographics, Psychographics	Secondary Target Market + Description, Demographics, Psychographics

MESSAGE	
How should we position DECA?	What are the most important aspects of our organization that we want to convey?
What are strong action words?	What outcome are we striving for?

MARKETABILITY/IMPLEMENTATION	
What is cool? What products, lifestyles, trends, etc. are cool? How can we adapt them to DECA?	What visual components are currently trending? These may include line, color, shapes, space, texture, typography, scale and emphasis. Do they meet DECA's brand guidelines and can they translate across all mediums?

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TOP IDEAS

Using the information above, brainstorm a minimum of 10 ideas for an integrated brand (theme). Develop these and additional ideas to present in the boardroom to each other.

10 IDEAS	
1	
2	
3	
4	
5	
6	
7	
8	
9	
10	

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ASSOCIATION OFFICER PLAYBOOK

GAINING SUPPORT

ADVOCACY

MICAH MELLING | 2011-2012 CENTRAL REGION VICE PRESIDENT

PERFORMANCE INDICATORS

- Identify types of public-relations activities (PR:252) (SP)
- Discuss internal and external audiences for public-relations activities (PR:253) (SP)
- Write persuasive messages (CO:031) (SP)

INTRODUCTION

Advocacy for DECA is a large part of taking on a leadership role. DECA, among other CTE organizations, rely on funding from state and federal governments to operate. This section will primarily focus on state and federal outreach, as these areas are where association officers can affect the most sustained change. To note, this section also centers on legislative items and processes specific to the United States, although the general framework can be adjusted for other countries.

Advocacy is the public support of a cause. As a DECA association officer, advocacy primarily involves creating awareness among elected officials about the vast benefits of marketing education and DECA. Advocacy has three levels: federal, state, and local. At both the federal and state levels, legislators control the amount of spending on Career and Technical Education (CTE), of which marketing education is a part. Local officials can be influential in supporting ballot measures that positively impact a school district. An effective advocate will increase awareness among decision-makers at all three levels.

As an association officer team, you have an opportunity to facilitate outreach to legislators and to encourage participation from chapters across your association. Advocacy efforts are only effective in impacting change if conducted with a repeated, steady cadence. Therefore, having a plan that is executable and inclusive is paramount. Your goal should not be to implement a series of one-time efforts. Rather, your aim should be to implement a repeatable and scalable program that can be built upon by future officer teams with the goal of forming long-lasting relationships with legislators.

WHY ADVOCACY IS IMPORTANT

Consistent funding for CTE is not guaranteed; cuts are always a possibility.

If funding for CTE is reduced or remains flat for years and loses purchasing power due to inflation, school districts might opt to reduce or eliminate marketing education, adversely impacting DECA. To protect DECA's longevity over the long term, Career and Technical Education needs to be a priority item for legislators.

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Many legislators have a fundamental misunderstanding, or lack of understanding, about CTE.

In the past, "vocational" education – now called Career and Technical Education – was often for students perceived to be on less-successful paths. Some legislators still remember this stigma. For other legislators, CTE may not even be on their radar. The general marketing funnel of awareness, education and action can be through legislative outreach.

- Some legislators need to be made aware of CTE. Bombarded with a myriad of issues daily, CTE is not on their agendas.
- Other legislators are aware of CTE, but the topic is comparatively low on their legislative agenda. They need education about how DECA and marketing education have a positive, long-lasting impact on society. Additionally, some legislators need "re-education" to correct misperceptions about CTE and to inform them about the cutting-edge innovation of many programs.
- A minority of legislators are actively or semi-actively supportive of CTE. However, with several pressing legislative issues, some supportive legislators need reminders to keep CTE at the top of their legislative agendas.

CTE needs advocates and students are outstanding voices.

Lobbying and advocacy efforts around CTE are less robust than for many other legislative areas; CTE doesn't have scores of paid lobbyists. Likewise, every conceivable industry strives to grab the attention of legislators (there is even a lobby for frozen pizzas!). DECA students can play a unique and powerful role in CTE advocacy for two main reasons.

- Manpower. As noted above, CTE does not have scores of professional lobbyists and advocates dedicated to advancing the cause. The Association for Career and Technical Education (ACTE) employs a small number of dedicated advocates. Many state ACTE chapters have small staffs, with advocacy being part of their many responsibilities. This level of advocacy manpower is tiny in comparison to other legislative topics. However, with membership over 200K, DECA members can fill the manpower gap and become a strong, audible voice that can compete with other advocacy efforts.
- Uniqueness. Most legislative advocates, both paid and volunteer, are adults. Well-spoken, professional students stand out to legislators and their staff members. Unlike other advocacy efforts, DECA members are not primarily acting for their own benefit but so that *future* students can grow from DECA. This selfless aspect to DECA advocacy is unique.

HOW TO BE AN EFFECTIVE ADVOCATE

Being an effective advocate requires action in three main areas:

- researching your state's current legislative environment for CTE
- devising customized talking points surrounding the societal and economic impact of CTE
- implementing a plan of sustainable, repeated legislative outreach efforts.

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RESEARCH

When laying the foundation for a sustainable and scalable advocacy program, researching the following topics will be valuable. To answer the related questions, leverage Google, your association advisor, chapter advisors, student members and local school administrators.

Carl D. Perkins Career and Technical Education Act

This is the federal law that supports CTE, providing more than 1 billion dollars per fiscal year to be distributed among states. The law also shapes priorities and expectations for CTE, including marketing education.

- **Questions**: How much in Perkins funding does your state receive? What is the most recent news about Perkins funding? What is the current legislative condition of Congress (gridlocked, many spending cuts occurring, etc.)? Who are your state's members of the U.S. House and Senate?

State funding

Most state legislatures provide funding for CTE. In fact, state-level funding for CTE often surpasses the amount of Perkins funding a state receives.

- **Questions**: How much funding for CTE does your state legislature provide? How is your legislature structured (how many members, how often they meet, etc.)? Who are the legislators in leadership positions and on education committees? Which legislators were affiliated with CTE or professional student organizations in high school or college? Are any of your association officers' constituents of those legislators? What is the general environment of your state legislature (gridlocked, many spending cuts occurring, etc.)? Does your state have term limits?

MESSAGING STRATEGY

Based on your research and your association-specific situation, develop messaging around two topics: (1) the positive economic impact of your DECA association and (2) funding. These two talking points will guide your messaging to legislators in both written and verbal communications. By repeating the same, or similar, messaging over time, you increase the likelihood of legislative support. To note, the funding talking points will change over time as funding circumstances change. Additionally, your messages to state legislators could depend on changes in federal funding and vice versa. For example, to state legislators you might say, "recent cuts to federal CTE funding have been proposed, which increases the importance of state-level support for CTE." It is important to ensure your message conveys to your audience why and/or how they benefit supporting marketing education and DECA.

Here is an example of these two talking points. Use this sample as a template, inserting your association-specific information.

- **Point 1:** In _____, DECA prepares more than _____ students for successful careers, supplying them with vital critical-thinking and problem-solving skills. In addition to competing in business- and marketing-focused competitive events, our students also raised more than $_____ for charity this past year, instilling in them a sense of service. DECA is a crucial part of preparing our state's students for the highly skilled, in-demand jobs that fuel our economy.
- **Point 2:** Due to recent funding reductions like _____, some school districts might have to cut back on business or marketing education programs, giving fewer students the opportunity to participate in DECA. Without the proper funding, students won't receive the advanced 21st-Century skills essential for career success that DECA provides.

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ADVOCACY ACTIVITIES

After conducting your research and developing your messaging tactics, you are ready to develop a program of legislative outreach efforts. Your first step in this stage is to develop a list of legislative targets on both the state and federal levels. To begin, your targets should likely be:

- your state's U.S. Senators and Representatives
- members of your state legislature's education committees
- legislators in leadership positions in your state legislature
- your association officers' state representatives and senators.

After compiling legislative targets, you should identify legislators who are supportive of CTE. This will be difficult, probably impossible, on the state level. On the federal level, you can see if any legislators are on the CTE Caucus or DECA's Congressional Advisory Board (CAB). A legislator's prior level of support will impact what type of messaging they should receive. If there is no evidence of prior support, messaging should be tailored to create awareness and to educate the legislator about DECA. If a legislator has displayed prior support, messaging should thank them for their support and encourage them to educate their fellow legislators about the importance of DECA.

To note, your messages may not always reach the legislator directly. In many instances, especially on the federal level, you'll communicate with members of the legislator's staff, which is still immensely valuable.

POTENTIAL FEDERAL OUTREACH ACTIVITIES

- **Post on Social Media**
  This is an easy way to reach a legislator's office on a recurring basis. To note, most members of Congress do not handle their own social media. When specific legislative issues arise, you can quickly reach your legislators' offices with a tweet. Social media is also an effective avenue to share occasional updates with your legislators' offices about your association's successes.

- **Leverage Personal Connections**
  See if anyone on your team or in your community knows one of your members of Congress. A personal connection could lead to a short personal meeting, where you can directly educate them about DECA and request their support.

- **Attend Town-Hall Sessions**
  Most members of Congress hold town-hall sessions where their constituents can ask them questions. Attending a town-hall session might provide the opportunity to ask a question to a Representative or Senator or to briefly meet with them after the event.

- **Write Letters and Call Offices**
  If a specific legislative issue arises (e.g., a proposed funding cut or increase), having multiple people write and call their Senators' and Representatives' offices in Washington, D.C. lets lawmakers know the issue warrants their attention. Though you won't be communicating directly with a Senator or Representative, most legislators receive daily recaps of calls and letters received.

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- **Invite Legislators to DECA's Congressional Advisory Board (CAB) and the Career and Technical Education Caucus**
  Every Senator or Representative who is not a member of the CAB or CTE Caucus should receive an invitation in person or in the mail. If you can arrange a meeting with a member of Congress while he or she is back from Washington, D.C., personally invite them to join both groups. For legislators with whom you cannot arrange a personal meeting (which will be the vast majority), send a letter to their office in Washington, D.C. asking them to join. A week after sending the letter, call each legislator's office and ask to speak with the staff member who handles education issues. Tell them they should have received the letter and directly ask them to support CTE by joining both groups.

POTENTIAL STATE OUTREACH ACTIVITIES

- **Post on Social Media**
  Unlike members of Congress, many state legislators handle their own social media, though a lower percentage use social media. When you mention a state legislator in a social media post, you'll likely connect directly to the legislator. Use this as an opportunity to create awareness about any funding issues that arise and to share your association's successes.

- **Visit the State Capitol**
  Many states' Association for Career and Technical Education (ACTE) chapter organize legislative days, where CTE stakeholders go to their state capitol and meet with legislators. If your state has a legislative day, make it a priority for all association officers to attend and encourage DECA chapters throughout the state to join. If your state does not have a CTE legislative day, work with your state's ACTE chapter to start one. Use the Messaging Strategy talking points during your visit.

- **Create a State Advisory Board (SAB)**
  A SAB is a group of legislators who publicly acknowledge their support of DECA and marketing education. You should call on these legislators if policy issues arise. You should also publicly thank them in association publications and at conferences.

- **Event Invitations**
  Invite targeted state legislators to judge at district and state competitive events or to attend other association events. This is an outstanding opportunity to show legislators DECA's quality program.

- **Legislative Partners**
  Connected to the points above, finding a legislative partner, or partners, to introduce you to other legislators and to answer questions can be invaluable to successful state-level outreach.

TIP | For more information and additional resources, visit **ctsos.org** and **acteonline.org**.

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DECA ADVOCACY PLANNING

DO YOUR RESEARCH

How much in Perkins funding does your state receive?

What is the most recent news about Perkins funding?

What is the current legislative condition of Congress (gridlocked, spending cuts, etc.)?

Who are your state's members of the U.S. House and Senate?

How much funding for CTE does your state legislature provide?

How is your state legislature structured (how many members, how often they meet, etc.)?

Who are the legislators in leadership positions and on the education committees?

Are any of your association officers constituents of those legislators?

What is the environment of your state legislature (gridlocked, spending cuts, etc.?) Does your state have term limits?

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DECA ADVOCACY PLANNING

DEVELOP YOUR MESSAGE AND TARGETS

DEVELOP YOUR OVERARCHING MESSAGE
Point 1 (Strength of Your Association):
Point 2 (About the Funding Situation):

LIST YOUR LEGISLATIVE TARGETS
Your state's U.S. Senators and Representatives
Members of your state legislature's education committees
Legislators in leadership positions in your state's legislature
Your association officers' state representatives and senators

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DECA ADVOCACY PLANNING

SELECT YOUR ADVOCACY ACTIVITIES

AUDIENCES	ACTIVITIES	ACTIONS
Who is your target audience for your DECA Advocacy efforts?	What DECA Advocacy activities can association officers do to connect with target audiences?	How can your target audience act in support of DECA Advocacy?
School	▪ Presentation to school administrators.	▪ Start a DECA chapter at school.
Community	▪ Volunteer at local community event(s).	▪ Provide promotion and introductions to community leaders.
Public Policymakers	▪ Write to legislator. ▪ Attend CTE Legislative/Advocacy Day.	▪ Request proclamation in support of DECA.

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BUSINESS PARTNERSHIPS

PERFORMANCE INDICATORS

- Write funding requests (CO:212) (SP)
- Solicit event sponsors/vendors/speakers (CO:212) (SP)

As one of our guiding principles is "connects to business," businesses, organizations and businesspeople in your association can play a crucial role in the success of your association. They can provide insight into current industry trends as guest speakers at your conferences, serve as competitive events judges, provide guidance and support as partners and be resources for work-based learning, employment, internships, mentoring—and much more!

As you work to identify sponsors, vendors, speakers and volunteers, think about who would have mutual interests in achieving shared goals. For example, if you are developing a program around financial literacy, you may look to groups in your association interested in financial literacy and businesses such as banks, investment companies and other financial services institutions. Not only would they likely have an immediate desire to help promote financial literacy education, they may also be looking for volunteer opportunities as part of their company's guiding principles and possibly beginning to build brand awareness among potential customers from this emerging demographic. Since you are representing the entire association, you may have more success if you target companies that have an association-wide presence or those that are the largest employers within your association.

When working with a business, be a contributing partner, and don't just take from the business. Have conversations with your business partners and listen to learn what will make the partnership worthwhile for the businesses and can make them one of your association's best advocates. For example, their sponsorship of competitive events or swag at your association conference may help them not only build their brand's awareness with your demographic, but they may also have other goals such as employing DECA members or generating sales. Working together, your association and the businesses and industries you are involved with can build a mutually supportive network that will foster student achievement and enhance the quality of membership in your association.

DECA's National Advisory Board (NAB) is composed of a diverse network of business and education partners who provide strategic advice and support. A great way to get an NAB partner involved in your association is to visit deca.org/partners.

COMPONENTS OF REQUESTS

1. Briefly explain the organization and your common goals
2. Explain the need – whether it is funding, sponsorship or volunteers
3. Explain their specific commitment and the return on their investment
4. Reinforce successful prior partnerships or why this new partnership is a great fit
5. Make the direct ask and provide follow-up actions

TIP | You can find sample letters by searching the internet but be sure the message is on point with DECA and your association.

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MEDIA RELATIONS

PERFORMANCE INDICATORS

- Write a press release (PR:057) (SP)
- Create a public-service announcement (PR: 268) (SP)
- Create a press kit (PR:226) (SP)
- Cultivate media relationships (PR:185) (SP)

Promoting DECA and its educational components to your association's internal and external stakeholders is extremely important to ensure your association receives recognition for the instrumental work you are doing to prepare emerging leaders and entrepreneurs for college and careers. Demonstrating the value of DECA and Career and Technical Education is an ongoing function that should continuously be performed. It can be enhanced even more if you can demonstrate how DECA supports key initiatives in your association, such as workforce development, college preparation or volunteerism. It can be started by answering the questions below.

WHO?

Identify key media contacts within your association. This may include governmental media relations representatives, education or business reporters at association-wide news outlets, reporters who cover youth or key industry contacts. Keep a directory with the media outlet, key contact, e-mail address and phone number, and work to cultivate those relationships. Try to create a conversation, engage with them on social media and be persistent.

TIP | Many reporters and newsies have their own professional social media profiles in addition to their parent outlet having its own corporate profile. Find them on LinkedIn and engage with them.

WHY?

After you've developed your directory, think about why each contact would be interested in covering your news. Can you tie your headline or story into an association or international trend? Is there a compelling story that should be told?

WHAT?

Your association should have a variety of methods to communicate your news. These may include press releases, a public service announcement that supports key initiatives in your Program of Leadership, a media day, an association fact sheet with data, member stories and a digital online presence. All of these items would comprise your press kit.

TIP | Early in the year, it's a good idea to begin updating your press releases, public service announcements and press kit to make sure all of the information is accurate.

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WHEN?

Timing can be everything when trying to gain press coverage. For example, sending a press release about your association financial literacy initiatives may be best served in April during Financial Literacy Month — especially if you draw a connection to it in your press release. If you're looking to recruit volunteers for your association conference, you'll want to release that at least two months prior to your conference, while you may issue a press release about your actual association conferences just days before.

WHERE?

Think about where your message could be shared. Now more than ever, there are so many options. Media content isn't limited to only newspaper, television and radio, but it is repurposed and shared across a variety of platforms including digital newspapers, social media and websites. If your association makes the media, be sure to share links to the coverage on your association's social media and communications.

TIP | Track your association's media coverage throughout the year – ideally through links to the coverage on your association's website. You could also include links from articles that feature chapters in your association. Together, the public relations activities support your association.

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ASSOCIATION OFFICER PLAYBOOK

SUCCESSION PLAN

TEAM IMPACT REPORT

PERFORMANCE INDICATORS

- Select and utilize appropriate formats for professional writing (CO:088) (CS)
- Edit and revise written work consistent with professional standards (CO:089) (CS)
- Evaluate project results (OP:159) (SP)
- Maintain collaborative partnerships with colleagues (EI:061) (SP)
- Write executive summaries (CO:091) (SP)

Prior to the end of the association officer team's term of service, an impact report should be completed and passed on to the incoming officer team. The purpose of the report is to provide a year-in-review account of all activities conducted by the current year's team. The Impact Report should include the following information:

- Welcome letter from the current team
- Program of leadership details to include:
  - Projects completed, projects still in progress, successes and challenges
  - Statistics and results relevant to Program of Leadership activities
  - Suggestions for future Program of Leadership ideas
- Communication details
  - Vlogs, videos, webinars and other online meetings to include topics and participation
- Feedback as a team on successes and challenges, as well as lessons learned/pass-down advice

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LETTER TO SUCCESSOR

PERFORMANCE INDICATORS

- Write business letters (CO:133) (CS)
- Write informational messages (CO:039) (CS)
- Maintain collaborative partnerships with colleagues (EI:061) (SP)
- Evaluate project results (OP:159) (SP)

Prior to the end of the association officer's term of service, a letter should be completed and passed on to the incoming successor. The letter's purpose is to provide a year-in-review account of all activities specific to the officer position. The letter should include the following information:

INTRODUCTION

- How would you describe the responsibilities of the position in your words?
- What did you enjoy most and least regarding your position?
- What would you wish you had known before you began your term?

ACCOMPLISHMENTS

- List your most significant accomplishments achieved during your term in office and the reasons for their success. What did you try that worked well and would suggest doing again? Why?
- List any problems or disappointments you encountered as a part of your position and suggest ways of avoiding or correcting them. What did you try that did not work? Why did it not work? What problems or areas will require attention within the next year?

RESOURCES

- Who was the most helpful in your position? Who were good resources? What other aids that helped complete your job?
- What supplemental materials and sources of information did you found most helpful?

TIMELINES

- What were the most important dates or timelines related to your position? Provide suggestions for increasing efficiency and effectiveness.
- What do you recommend your successor do immediately at the start of the term of office?

FINAL THOUGHTS

- What was the most difficult decision you had to make? What was the outcome?
- What could you have done to make this a better experience?
- What other suggestions do you feel would be helpful to your successor in carrying out the responsibilities of this office?

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EXECUTIVE OFFICER CANDIDACY

D'ANDRE VASQUEZ | 2019-2020 HIGH SCHOOL DIVISION PRESIDENT

PERFORMANCE INDICATORS

- Explain the concept of leadership (EI:009) (CS)
- Participate as a team member (EI:045) (CS)
- Set personal goals (PD:018) (CS)
- Balance personal and professional responsibilities (PD:179) (SP)

IS EXECUTIVE OFFICE FOR YOU?

Executive officers have the privilege of representing thousands of DECA members across the globe. They serve as the primary student ambassadors of the organization and can often find themselves traveling to conferences representing DECA Inc., giving keynote speeches, hosting workshops, developing student initiatives, all while promoting DECA!

As you've served as an association officer, you may have considered running for Executive Office. What makes a good candidate? Although members value different qualities in candidates, the universal qualities often sought out are competency, confidence, creativity, commitment, organization, empathy, hard work, vision, and above all passion!

START THE PROCESS EARLY

If you believe this opportunity might be something you are interested in, the time to start is NOW! Although it may still seem early in the year, some steps can be taken to better inform yourself of the position you are seeking. It is never too early to check out deca.org or contact your executive officers for more information on running for office. After you have decided to take this process to the next level, the first step is contacting your association advisor to learn how to gain the nomination and support of your association. Throughout your association's nomination process and DECA Inc.'s application process, you should expect to answer short answer questions, share your campaign platform, be available for various interviews, and meet all other eligibility requirements.

TIP | Learn more about running for executive office by visiting the student leaders quick link at **deca.org**.

ENJOY THE EXPERIENCE

If elected, your term as a DECA executive officer will be an action-packed experience often found to be a major priority, following yourself, family and school. Although your term will be a rollercoaster ride, it will also be one of the greatest experiences you will have and an amazing opportunity to serve DECA. My best advice to you is to always remain humble, never forget why you decided to run for office, and always be authentic!

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TAKE DECA TO COLLEGE

MICHELLE LE | 2019-2020 COLLEGIATE DECA VICE PRESIDENT

PERFORMANCE INDICATORS

- Explain the nature of organizational culture (EI:064) (SP)
- Utilize resources that can contribute to professional development (e.g., trade journals/periodicals, professional/trade associations, classes/seminars, trade shows, and mentors) (PD:036) (SP)
- Describe techniques for obtaining work experience (e.g., volunteer activities, internships) (PD:032) (PQ)

INTRODUCTION

DECA has been a significant part of your lives, and it's natural to feel like the end of high school signals the end of your DECA journey. However, Collegiate DECA exists, and it's not just an option, but a valuable opportunity!

WHY SHOULD YOU TAKE DECA TO COLLEGE?

1. **Reset**: Being a leader of DECA is not easy and can occupy a lot of your time; you may even feel burnt out which could be a source of hesitation for remaining in DECA. If you join Collegiate DECA, allow yourself to take a step back and enjoy being a member without any pressure. You'll still receive all the benefits of DECA but will have more time to explore and pursue other interests.
2. **Learn and grow**: I remained involved with DECA for over nine years because every year I gained something new, whether it was a skill, a friend or an experience. Taking DECA to college in any capacity means that you'll continue to learn and grow as an individual. No matter what you're studying, DECA will always be an excellent supplement to your education and life.
3. **Normality**: College is the time to discover and experience new things, but it can be daunting to start anew. By being involved with Collegiate DECA, you'll have a sense of familiarity that can provide you with the support you need to help you carry on.

WHAT ABOUT COLLEGIATE DECA MAKES IT SO SPECIAL AND A DIFFERENT EXPERIENCE?

1. **Freedom**: What you experienced within your chapter in high school won't be replicated in college. Collegiate DECA chapters are often a lot more student-led. The activities, events, and goals of every chapter will vary, so Collegiate DECA could be the perfect environment for you.
2. **Personal**: DECA in college is not as populated as you're accustomed to but that can be a positive thing. This means that it's easier to connect with members from all over the world. You'll meet new people and if you need guidance or mentorship, you're bound to find it within the Collegiate DECA community.
3. **More opportunities**: Once you're in college, you're taking specialized classes and perhaps are working. Pair this with DECA experience and you're a great candidate for any internship or career in which you're interested. The opportunities are endless as a college student! Choosing to be involved in extracurriculars like DECA shows that you take the extra steps to continue developing yourself personally and professionally outside of the classroom.

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HOW DO YOU TAKE DECA TO COLLEGE?

1. **Be prepared**: Be ready for change. Collegiate DECA won't be exactly what you're used to, but this encourages growth and adaptation. Make sure you at least give it a chance!
2. **Reach out to existing chapters**: If you already know what college you're going to attend, search to see if there's already a developed chapter. Reach out to them to learn how you can get involved or if there's anything you need to know or prepare for.
3. **If your college doesn't have DECA**: Don't fret! If there's not a current active chapter and you're not ready to begin one of your own, Collegiate DECA offers individual memberships. You can still be a part of the organization and partake in its events and activities.

Alternatively, you can start your own chapter! Look up your college's student organization program and take a look at what criteria you need to be recognized as an official student group. They will typically require you to have a few members and a faculty advisor to start your organization. If you ever need help, reach out to DECA staff or the Executive Officer Team who will happily assist you. Know that if you do plan on creating a chapter, it is a commitment that will ultimately benefit your school, future members and the whole of Collegiate DECA.

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ASSOCIATION OFFICER PLAYBOOK

COOL IDEAS

COOL IDEAS

Use this area to record ideas of successful activities from both within your association and beyond.

MEMBERSHIP DEVELOPMENT IDEAS

SOCIAL MEDIA CAMPAIGNS

ASSOCIATION-WIDE SERVICE PROJECTS

PARTNER/SPONSOR OUTREACH

ADVOCACY

TIP | Check out previous award recipients of the Impact Program for cool ideas at **deca.org/impact**.

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ASSOCIATION OFFICER PLAYBOOK

CHARTERED ASSOCIATION RESOURCES

ASSOCIATION CALENDAR OF EVENTS

INTRODUCTION

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CONSTITUTION AND BYLAWS

INTRODUCTION

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FACT SHEET

INTRODUCTION

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MEMBERSHIP DATA

INTRODUCTION

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WEBSITE AND SOCIAL MEDIA LISTING

INTRODUCTION

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CTE, CTSO OVERVIEW + PERKINS BRIEFING

INTRODUCTION

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ASSOCIATION OFFICER PLAYBOOK

DIRECTORY

ASSOCIATION KEY CONTACTS

INTRODUCTION

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ASSOCIATION OFFICER TEAM

INTRODUCTION

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DISTRICTS/AREAS AND CHAPTERS

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DIRECTOR/COUNCIL CONTACTS

INTRODUCTION

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DECA HIGH SCHOOL DIVISION EXECUTIVE OFFICER TEAM

2024-2025

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ASSOCIATION OFFICER PLAYBOOK

ACKNOWLEDGEMENTS

PLAYBOOK ACKNOWLEDGEMENT FORM

I, _____ understand and agree to all items contained within the Association Officer Playbook.

_____ _____

Officer Signature *Date*

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CONTRIBUTORS

RYAN ALEXANDER

Ryan Alexander is the founder and design director at Hypeline Studios, a multidisciplinary design and production studio based in Los Angeles and Denver. While serving as the 2009-2010 High School Division President, Ryan realized the immense impact live events and branding could make when he unveiled the new DECA brand still in use today. Prior to serving as president, he was a member of both Missouri and Colorado DECA. Ryan also served on the DECA Inc. staff as the assistant director of corporate and external affairs, where he started DECA's first-ever individual giving campaign prior to starting his own business in 2013.

BRANDON ALLEN

Brandon Allen served as the Central Region Vice President during the 2016-2017 school year. Since then he hasn't slowed down a bit. He has continued to share stories and deliver uplifting messages across the country. He just completed his reign as the 42nd Mr. Howard University. He was also recently featured on the Emmy-winning daytime talk show "The Real" and in the Washington Post for his community efforts and advocacy.

VICTORIA CAÑA

Producer for Wizards of the Coast by day, award-winning indie game designer and speaker by night—Victoria is an ambitious Seattleite who enjoys traveling around the world in search of good food, playing as many games as possible and helping other people achieve their dreams. Before she got into the games industry, Victoria was a world-class management consultant at Deloitte where she did everything from work on the mergers and acquisitions of Fortune 100 companies, to conducting organizational assessments that identified millions of dollars in cost-saving opportunities for her clients. You can find Victoria on virtually every social media platform under the handle @victoriacana.

CARTER CHRISTENSEN

Carter Christensen served as the High School Division President during the 2013-2014 school year. Since then, Carter has worked in political, communication and marketing arenas after completing his undergraduate degree at the University of Minnesota, Twin Cities in 2017. Carter now lives and works as a communications professional in Washington, D.C. Carter is a strategic, collaborative and industrious communicator with experience in project management, strategic planning, communications strategy and results-driven organizations and campaigns.

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CURTIS HALEY

He has been a president, he has worked for *the* President and now Curtis Haley speaks to audiences around the country about the leadership lessons he has gained from those experiences and more in his workshops and presentations. Although Curtis appears to be a typical guy, his life experiences and accomplishments have been anything but commonplace. Curtis was one of just 50 students from Oregon to be awarded a full-ride scholarship to the University of Oregon, he was the high school division president of DECA from 2006-2007, hired as one of the youngest political organizers in the country by a 2008 presidential campaign and presents to audiences as large as 15,000 people.

AMAR HODZIC

Amar Hodzic served as the Southern Region Vice President during the 2014-2015 school year. Since then, he has graduated from North Carolina State University with a degree in Business Administration and concentrations in Marketing and Data Analytics. He currently works as a Digital Marketing Program Specialist at Cisco Systems and calls Raleigh, NC home.

MICHELLE LE

Michelle Le's DECA journey began her freshman year of high school. Ready to experience new challenges and opportunities, she joined Collegiate DECA at the University of Nevada, Las Vegas where she has served as Vice President of Marketing and President. The organization continues to be the propelling force behind her commitment to service, creativity and business. She has been acquainted with DECA for eight years, and every year, her love for this organization and all that it offers grows even more. Majoring in marketing and minoring in global entrepreneurship, Michelle has developed interests in advocacy and adventure.

TYLER MCBEE

Tyler first learned about DECA from a friend who was an association officer in New Jersey. He quickly became intrigued with the organization and soon began the process of creating a chapter at his local high school. During Tyler's first year as a DECA member, he served as chapter president and competed in Hotel and Lodging Management, ultimately qualifying to compete at ICDC. During that same year, he campaigned for Association Officer in Texas and was elected as Texas DECA's first Vice President of Social Media. Then, Tyler was elected to serve as the Southern Region Vice President. Tyler is now a student at Liberty University in Virginia studying strategic communications and he works within his university's external communications office.

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MICAH MELLING

Micah Melling joined the Clinton High School DECA chapter as a freshman and became active at all levels of the organization, serving as a chapter president, Missouri DECA District 4 Vice President and Missouri DECA State President. Micah was then elected as DECA's Central Region Vice President, where he played a leadership role in The Movement, a large-scale fundraising effort for MDA, and spearheaded multiple advocacy efforts. After graduating from the University of Central Missouri with a double-major in economics and management, Micah worked at Edelman in Washington, D.C., the world's largest PR firm. After nearly two years at Edelman, Micah took a position with Spring Venture Group and now works at Americo Financial Life and Annuity as their Chief Data Scientist.

JULIA PITLYK

Julia has been involved in DECA as a student, alumni and professional member since first joining the organization in 2007. She has served in DECA leadership roles at both local and state levels, including Missouri DECA State President in 2008-2009 and Missouri DECA Leadership Director from 2009-2015. Julia currently applies the marketing and innovation skills she gained through DECA as the Product Manager for Direct-to-Consumer technologies at Nestlé, the world's largest food company.

JUAN PABLO SANCHEZ

Juan Pablo Sanchez served as the North Atlantic Region Vice President during the 2014-2015 school year. Since then, he has earned his BSPH from the University of South Florida College of Public Health. Born in Colombia, Juan is a public health professional pursuing a Master of Public Health at USF. Growing up in Easton, Pennsylvania, as the proud son of hardworking immigrant parents, Juan is motivated to end the cycle of poverty in his family through his pursuit of higher education. The trajectory of his life was transformed when he became the recipient of the Bill and Melinda Gates Millennium Scholarship, a ten-year full-ride scholarship for his bachelor's, master's and doctorate degrees in public health at any American accredited university.

MORGAN THOMPSON

Morgan Thompson is chasing the dreams that were revealed to her at her first DECA conference. Morgan's DECA journey led her to the White House, China and to over 20 conferences while serving as the 2012-2013 High School Division DECA President. After graduating from Johnson & Wales University, Morgan has worked at Upserve, an innovative restaurant technology company in Providence, Rhode Island, where she works as a Product Manager.

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D'ANDRE VASQUEZ

D'Andre Vasquez is a three-year DECA member from Washington. He served as the 2019-2020 High School President. D'Andre believes that all students should have access to the DECA experience and is a passionate ambassador of the organization. D'Andre's leadership has extended beyond DECA, including serving as Student Government President, Governor of Evergreen Boys State and President of Interact Club, as well as leading both the soccer and wrestling teams as captain. D'Andre is pursuing a major in Marketing and a minor in Political Science and plans to fulfill his dreams of developing a franchise, traveling the world and continuing to advocate for others.

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