

Two-Year NASDCTEc/NCTEF Strategic Plan
For Period of 2014-2015

Target	Goal	Strategy	Timeline	Aligned Project Plan	
1. Build and maintain strong and effective partnerships with key education, workforce and economic development, and philanthropy organizations to advance NASDCTEc/NCTEF's priorities.					
	1.1 - Develop, maintain and grow partnerships in support of NASDCTEc's federal legislative priorities.				
		1.1.1 - Strengthen and expand partnerships with Congress, federal agencies, education associations, postsecondary associations, workforce/economic development, employer-focused organizations, companies and labor unions. Utilize the partnership matrix to target, manage and monitor partnership effectiveness.	Ongoing	Partnership matrix/advocacy	
		1.1.2 - Support the ongoing efforts of the Workforce Data Quality Campaign and contribute to its advocacy efforts to support collection of nationally comparable, valid and reliable data.	Ongoing	Partnership matrix/advocacy	
		1.1.3 - Convene CCSSO, NGA and NASBE to develop a common policy platform to for the state role in Perkins.	Spring / Summer 2014	Advocacy	
	1.2 - Develop, maintain and grow partnerships in support of NASDCTEc's state policy initiatives/support.				
		1.2.1 - Develop a state policy work plan, to include the identification of priority partner organizations to collaborate with in support of increasing access to high-quality CTE and state adoption/implementation of CCTC.	Spring/Summer 2014	State policy strategy	
		1.2.2 - Partner with key organizations on state policy initiatives (e.g. competency-based education, CCSS, CCTC, postsecondary alignment). Utilize the partnership matrix to target, manage and monitor partnership effectiveness.	Ongoing	State policy strategy	
		1.2.3 - Engage and support the National Governors Association "America Works" campaign, ensuring positive positioning for CTE.	Spring 2014	Partnership matrix	
	1.3 - Engage in strategic partnerships with business-led organizations to strengthen business (including or and workforce development) involvement in the Career Technical Education enterprise.				
		1.3.1 - Strengthen and expand partnerships with employer-focused organizations. Utilize the partnership matrix to target, manage and monitor partnership effectiveness.	Ongoing	Partnership matrix	
		1.3.2 - Highlight strong employer-education partnerships through multiple communications strategies (e.g. Friends of CTE blog series, papers, case studies, resources, etc.).	Ongoing	Case-Making	
		1.3.3 - Develop case-making resources, targeted to the business community, designed to promote awareness of and seek support for CTE.	Ongoing	Case-Making	
		1.3.4 - Conduct Career Clusters governance pilot.	2015	CC Governance	
		1.3.5 - Identify employer champions (one for each Career Cluster) to feature in the roll out the business resolution campaign results.	Summer 2014	Business Resolution	
		1.3.6 - Partner with the CTSOs to leverage their employer partnerships for advocacy and advancement of high-quality CTE.	Ongoing	Advocacy	
	1.4. - Engage in strategic partnerships that raise the visibility of Career Technical Education and NASDCTEc/NCTEF as a leader in the field (e.g., Advisory Boards)				

		1.4.1 - Utilize and manage the partnership matrix to expand and strengthen relationships with external organizations.	Quarterly meetings 2014 - 2015	Partnership matrix	
		1.4.2 - Create and utilize criteria to guide decision-making around partnerships.	Quarterly meetings 2014 - 2015	Partnership matrix	
		1.4.3 - Determine feasibility of CRPC continuation and focus.	Summer 2014		
		1.4.4. - Engage DOL, DHHS and other federal agencies to support the alignment and understanding of "career pathways" and other related initiatives	Ongoing	Partnership matrix	
	1.5 - Develop, leverage and maintain partnerships that support NASDCTEc efforts to provide professional development to our members, their staff and other key CTE stakeholders				
		1.5.1 - Conduct and support the CORD and NASDCTEc CP workshops/webinars.	defined schedule in 2014	CP Workshops	
		1.5.2 - Strengthen and expand partnerships with key education/workforce development organizations, institutions, etc. to support effective PD opportunities. Utilize the partnership matrix to target, manage and monitor partnership effectiveness.	Ongoing	Partnership matrix	
	1.6 - Collaborate and coordinate with ACTE on key initiatives and advocacy efforts in support expanded access to and quality of CTE.				
		1.6.1 - Co-convene a joint Executive Committee meeting between ACTE and NASDCTEc/NCTEF.	January 2014	ACTE/NASDCTEc	
		1.6.2 - Develop a plan to implement the recommendations and outcomes from the joint ACTE/NASDCTEc Executive Committee.	April 2014	ACTE/NASDCTEc	
		1.6.3 - Jointly develop an operational definition of and criteria for "high-quality CTE programs" to inform legislative priorities, professional development, etc.	Winter-Spring 2014	ACTE/NASDCTEc	
2. Engage in the formation and dissemination of legislation and public policy that impacts education, economic, and workforce development in support of expanded access to and quality of Career Technical Education.					
	2.1 - Develop federal and state legislative priorities that support, promote and increase access to high-quality Career Technical Education.				
		2.1.1 - Solicit information from membership about reauthorization priorities through surveys, working groups, and other means.	Ongoing	Advocacy	
		2.1.2- Develop and disseminate legislative language to Congressional and federal policymakers, as well as other stakeholder associations, to influence the reauthorization process.	Early Q1 2014 (close to completion)	Advocacy	
		2.1.3 - Engage members of Congress and staff during reauthorization through briefings, school visits, and other advocacy activities.	Ongoing	Advocacy	
		2.1.4 - Host regular Perkins coalition conference calls to support organizational priorities and unify advocacy efforts during reauthorization.	Ongoing	Advocacy	
		2.1.5 - Develop a state policy work plan, that may include the creation of sample state legislation and policies in support of increasing access to high-quality CTE and adoption/implementation of CCTC and Career Clusters	Spring/Summer 2014	State Policy Strategy	
	2.2 - Support NASDCTEc's members to advance and implement federal and state policies and legislation that promote and increase access to high-quality Career Technical Education.				
		2.2.1 - Host quarterly advocacy calls for State Directors and staff.	Ongoing	Advocacy	

		2.2.2 - Develop and host resources and workshops related to Perkins implementation following reauthorization.	Post-Reauthorization	Advocacy	
		2.2.3 - Develop pre-recorded webinars on relevant policy and legislative topics of interest to members.	Ongoing	Pre-recorded webinars	
		2.2.4 - Connect Congressional staff with their State Director following each Hill visit (focus is primarily on Senate but may also include key House leadership).	Ongoing	Advocacy	
		2.2.5 - Develop a new section of the website focused on state CTE policy, that includes a state policy database.	Fall 2014	State policy strategy	
		2.2.6 - Create resources to support state adoption and implementation of the CCTC/Career Clusters.	Spring/Summer 2014	State policy strategy	
		2.2.7 - Conduct an initiative to put in place appropriate measurements of the CCTC.	Spring 2015	State policy strategy	
		2.2.8 - Create resources and supports for states to connect CTE with broader reform efforts (CCSS, NGSS, STEM, competency-based).	Ongoing	State policy strategy	
	2.3 - Leverage and expand the use of the CTE: Learning that works for America campaign to support public policy and advocacy efforts.				
		2.3.1 - Launch a "sign-on" resolution campaign to cultivate and demonstrate employer/business for high-quality CTE.	Spring / Summer 2014	Business Resolution	
		2.3.2 - Launch a national campaign to get every member of Congress to see a CTE program.	Ongoing	Advocacy	
		2.3.3 - Develop and maintain state profiles/fact sheets that explain and promote CTE in each state.	Summer/Fall 2014	Case-making	
		2.3.4 - Develop a set of federal, state and employer-focused case-making resources that articulate what is high-quality CTE and feature examples of high-quality programs.	Summer 2014	Case-making	
		2.3.5 - Engage in the Industry Workforce Needs Council campaign to promote CTE.	Ongoing	Advocacy	
		2.3.6 - Launch and manage the Excellence in Action Awards program, utilizing these examples in advocacy and communications initiatives.	January-June 2014	Awards; Advocacy	
		2.3.7 - Develop a media relations strategy and implementation plan, ensuring connections to our federal/state advocacy work, CCTC and CTE: Learning that Works Campaign.	Ongoing	Communications/Marketing	
		2.3.8 - Create a communications taskforce of state communications staff. The taskforce will guide the work of NASDCTEc/NCTEF in the development of casemaking tools and resources, as well as expanding state implementation of the CTE: Learning that works for America campaign.	Spring 2014	Communications/Marketing	
		2.3.9 - Launch redesigned website.	Spring 2014	Website revision	
		2.3.10 - Maintain and expand social media strategy to engage broader set of stakeholders.	Ongoing	Communications/Marketing	
3. Provide, encourage and support professional development to expand the skills, content knowledge and leadership of NASDCTEc members.					
	3.1 - Develop, arrange and/or deliver resources to expand the skills, content knowledge and leadership of NASDCTEc members.				
		3.1.1 - Conduct periodic webinars on relevant topics for NASDCTEc members	Ongoing	Webinars	
		3.1.2 - Build an online library of members-focused resources. (e.g. overview of key initiatives, pieces of legislation, member benefits, etc.)	Ongoing	Communications/Marketing	
		3.1.3 - Build online library of pre-recorded webinars providing to educate the public about CTE.	Ongoing	Pre-recorded webinars	

		3.1.4 - Deliver timely information/resources to NASDCTEC's members and relevant stakeholders (including the blog, social media resources, etc.).	Ongoing	Communications & Marketing/Webinars & Publications	
		3.1.5 - Develop and implement an annual editorial schedule resulting in a coordinated set of resources to include briefs, webinars, on-demand webinars, resources, etc.	February 2014, to be revisited quarterly	Publications; Webinars; Communications & Marketing	
	3.2 - Develop, arrange and/or host convenings to expand the skills, content knowledge and leadership of NASDCTEC members.				
		3.2.1 - Conduct Spring 2014 meeting.	April 2014	Spring 2014	
		3.2.2 - Conduct 2014 Achieving Excellence Institute.	Summer 2014	CCI 2014	
		3.2.3 - Conduct Fall 2014 meeting.	October 2014	Fall 2014	
		3.2.4 - Develop a strategy that reconsiders reconvenings of all states for future (Summit, re-conceptualized spring and fall meetings, Institute).	Before 2014 Fall meeting	?	
		3.2.5 - Host (virtual or in-person) convening of members to support planning and implementation of next federal CTE legislation.	Post-Reauthorization	Reauthorization PD	
	3.3 - Develop and implement a robust, year-round intensive program to support the on-boarding and leadership development of State CTE Directors.				
		3.3.1 - Develop and implement a plan to a more formalized onboarding process for new members to NASDCTEC.	Spring 2014	Onboarding, Membership	
		3.3.2 - Develop and implement a plan to support skills and leadership development of State Directors/state leaders throughout the year.	Spring 2014	Leadership Program	
	3.4 - Implement a member engagement strategy to ensure NASDCTEC is addressing their needs and provide opportunities for members to inform NASDCTEC's work				
		3.4.1 - Conduct bi-annual member services survey to determine member satisfaction and priorities.	2014	Member services survey (in Membership Project Plan)	
		3.4.2 - Conduct a quarterly assessment of staff interaction/support/member engagement.	Quarterly	None needed	
		3.4.3 - Develop an annual report to the members identifying accomplishments and progress toward accomplishment of goals.	Summer/fall 2014	Annual report	
		3.4.4 - Annually identify member taskforces to accomplish priority goals.	Integrated into other projects	None needed - embedded in others	
		3.4.5 - Develop an electronic newsletter that shares NASDCTEC and state accomplishments, as well as articulates how members can use NASDCTEC resources.	Spring 2014	Communications/marketing	
	3.5 - Actively encourage alignment and collaboration between secondary and postsecondary leaders within and beyond NASDCTEC's members				
		3.5.1 - Convene a postsecondary engagement taskforce to advise NASDCTEC on how to better engage postsecondary CTE stakeholders, what resources and PD should be offered to support secondary-postsecondary alignment, and what key partnerships need to be made.	Spring 2014	Post secondary taskforce	
4. Develop and implement actions that address NASDCTEC's organizational governance and fiscal security that ensures successful accomplishment of NASDCTEC/NCTEF's strategic goals.					
	4.1 - Review NASDCTEC/NCTEF Board of Directors' governing structure, policies and bylaws to ensure alignment with strategic goals.				
		4.1.1 - Convene a taskforce to analyze the existing Board governance model and develop recommendations on issues such as composition, role and commitment of public members, etc. (note: may include organizational name change).	Early 2015	Board taskforce	

		4.1.2 - Conduct a comparative analysis of NASDCTEC/NCTEF's income sources and distribution to like-sized and -minded organizations and determine components and feasibility of fee-for-service model.	Fall 2014	Board taskforce	
	4.2 - Review NASDCTEC/NCTEF membership structure to strengthen the organization's fiscal security and membership base				
		4.2.1 - Convene a taskforce to develop a set of recommendations for an updated state team membership model that supports both secondary and postsecondary state Career Technical Education leadership.	Fall 2014	Board taskforce	
	4.3 - Develop and implement a fundraising plan to support public policy, partnerships, and professional development priorities.				
		4.3.1 - Develop and implement a Year-Round Sponsorship plan (pending approval from the Board)	Spring/Summer 2014	Sponsorship Program	
		4.3.2 - Develop a fundraising plan, to include identifying priority fund-able projects, cultivate relationships with key funders, etc.	Fall 2014	Fundraising	
5. Implement Ongoing Core Work of NASDCTEC/NCTEF					
	5.1 Ensure effective, accurate, legally compliant and efficient management of NASDCTEC/NCTEF.				
		5.1.1 - Ensure membership contact information is accurate and up to date - listservs, database of website, constant contact.	ongoing	Core services	
		5.1.2 - Ensure that all Board approved policies are implemented properly and completely.	ongoing	Core services	
		5.1.3 - SOP manual is maintained and reflective of current policy and practice.	ongoing	Core services	
		5.1.4 - Effective use of Basecamp/Backpack as project management and communications tools.	ongoing	Core services	
		5.1.5 - Establish and implement an effective formal onboarding process for Board members and officers.	July 2014	Core services	
		5.1.6 - Manage the annual nominations and elections process in a fair and compliant manner.	July 2014/July 2015	Core services	
		5.1.7 - Maintain the standard operations manual, ensuring it is regularly updated to reflect current content, passwords and relevant files. This should include project planning/meeting procedures.	ongoing	Core services	
	5.2 Ensure that the finances of the organization are accurate and in compliance with all legal requirements.				
		5.2.1 Financial tools and documents are used in accordance with Board-approved policies, including the investment policy statement, and ensure all transactions are legally compliant, accurate and ensure necessary separate of duties (checks/balances).	ongoing	Core services	
		5.2.3 - Conduct an annual audit and implement any recommendations or management notes.	October 2014	Core services	
		5.2.3 - Maintain an effective grants management system.	ongoing	Core services	
		5.2.4 - Maintain appropriate security measures to ensure passwords, employee privacy, etc. are protected.	ongoing	Core services	
		5.2.5 - Implement measures to ensure appropriate back up of all financial information, resources, etc.	ongoing	Core services	
	5.3 Ensure that all human resource functions are handled in a timely, accurate and legal manner.				
		5.3.1 - Human resource tools and documents are used in accordance with policies/legal requirements.	ongoing	Core services	
		5.3.2 - Establish an implement a formalized staff onboarding process.	July 2014	Core services	

		5.3.3 - Annually conduct a human resources briefing to review any personnel policy or benefits changes.	April 2014	Core services	
		5.3.4 - Accurate and timely benefits management - retirement, transportation subsidy, payroll, etc.	Ongoing	Core services	
		5.3.5 - Implement an annual performance evaluation system.	October 2014	Core services	
		5.3.6 - Annually review personnel policies and ensure they are legally compliant.	April 2014	Core services	
		5.3.7 - Ensure staff are implementing the necessary computer back ups to protect the content and intellectual property of the organizations.	Ongoing	Core services	
		5.3.8 - Maintain an online, accessible standard operations manual. Coordinate updates with staff on a regular basis.	Ongoing	Core services	
	5.4 Effectively manage the Career Cluster Products				
		5.4.1 - Ensure inventory controls are properly implemented.	Ongoing	Core services	
		5.4.2 - Provide customer service and support that ensures high levels of satisfaction.	Ongoing	Core services	
		5.4.3 - Conduct annual physical inventory.	July 2014/July 2015	Core services	
		5.4.3. - Develop a plan for phasing out the Career Cluster product inventory.	Summer 2014	Core services	
		5.4.4 - Pilot test the Cafe Press online store.	January 2014	Core services	
	5.5 - Ensure resources,communications and tools developed are high-quality, error-free, support the brand and consistent with the style guide.				
		5.5.1 - Put in place a formal editing process for all written resources, communications and tools.	Ongoing	Communications/Marketing	
		5.5.2 - Maintain a style guide and ensure staff are properly briefed on the use of the guide.	Late spring 2014	Communications/Marketing	
		5.5.3 - Maintain and manage the CC and CTE style guides (signed by users), including managing user agreements.	Ongoing	Communications/Marketing	
		5.5.4 - Put in place a content management/maintenance schedule/ system for the website.	Late spring 2014	Communications/Marketing	