

The Center to Advance CTE Board of Directors' Meeting

**AGENDA**

May 1, 2017

3:15 – 5:15 p.m.

Meeting Room: Embassy

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1. Welcome, Overview of Agenda  
*3:15 – 3:17 p.m. (2 minutes)*  
.....  
Jo Anne Honeycutt  
President  
*Pages 1-3*
2. Approval of January 29, 2017 Minutes  
*3:18 – 3:20 p.m. (2 minutes)*  
.....  
Pradeep Kotamraju  
Vice President  
*Pages 4-5*
3. The Center to Advance CTE Financial Reports  
*3:21 – 3:31 p.m. (10 minutes)*  
.....  
Pradeep Kotamraju  
Vice President  
*Pages 6-23*
4. FY18 Election - Public Member Position and Discussion  
*3:32 – 3:52 p.m. (20 minutes)*  
.....  
Jo Anne Honeycutt  
President  
*Pages 24-30*
5. Career Clusters Task Force: Update and Discussion  
*3:53 – 4:03 p.m. (10 minutes)*  
.....  
Kimberly Green  
Executive Director  
*Pages 31-32*
6. Career Clusters Product: Update and Decision  
*4:04 – 4:14 p.m. (10 minutes)*  
.....  
Kimberly Green  
Executive Director  
*Pages 33-34*
7. ACTE VISION: Update and Discussion  
*4:15 – 4:25 p.m. (10 minutes)*  
.....  
Kimberly Green  
Executive Director
8. Maximizing the Siemens Communications Work  
*4:26 – 5:04 p.m. (38 minutes)*  
.....  
Kate Kreamer  
Deputy Executive Director  
  
Katie Fitzgerald  
Senior Associate,  
Communications
9. Other Items to be Added/Next Steps  
*5:05 – 5:15 p.m. (10 minutes)*  
.....  
Jo Anne Honeycutt  
President

**Upcoming Meetings**

**The Center to Advance CTE Board Conference Call**

**June 22, 2017**

Topic: Approve FY18 Budget

3:30 – 4:30 p.m. ET

**2017 Fall Meeting**

BWI Marriott Hotel

Meeting: October 16 – 18, 2017

Board Meeting: October 16, 2017

**2018 Spring Meeting**

Omni Shoreham Hotel

Meeting: April 4 – 6, 2018

Washington, DC

Meeting: April 3, 2018

**THE CENTER TO ADVANCE CTE  
BOARD OF DIRECTORS  
FY 16-17**

**Advance CTE President**

Ms. Jo Anne Honeycutt  
Director, Career and Technical Education  
North Carolina Department of Public  
Instruction  
6361 Mail Service Center  
Raleigh, NC 27699-6361  
Phone: 919-807-3764  
Fax: 919-807-3899  
Email: joanne.honeycutt@dpi.nc.gov

**Advance CTE Vice President**

Dr. Pradeep Kotamraju  
Director, Career and Technical Education  
Bureau Chief  
Division of Community Colleges  
Iowa Department of Education  
400 East 14th Avenue  
Grimes State Office Building  
Des Moines, IA 50319  
Phone: 515-281-4716  
Fax: 515-242-5988  
Email: pradeep.kotamraju@iowa.gov

**Advance CTE Secretary / Treasurer**

Duties being fulfilled by Dr. Kotamraju

**Advance CTE Past President**

Mr. Rod Duckworth  
Chancellor  
Division of Career and Adult Education  
Florida Department of Education  
325 West Gaines Street, Suite 734  
Tallahassee, FL 32399-0400  
Phone: 850-245-0446  
Fax: 850-245-9052  
Email: rod.duckworth@fldoe.org/  
CareerandAdultEd@fldoe.org

Dr. Timothy D. Hodges  
Research Director  
Gallup  
1001 Gallup Dr.  
Omaha, NE 68102  
Phone: 402-938-6729  
Fax: 1-888-500-8282  
Email: Tim\_Hodges@gallup.com  
**Term:** July 1, 2014– June 30, 2017

Ms. Cheryl Carrier, Executive Director  
Ford Next Generation Learning  
c/o Ford Motor Company Fund  
One American Road  
Room 210-E4  
Dearborn, MI 48126  
Phone: 313-248-8028  
Email: ccarrier@fordngl.com  
**Term:** July 1, 2016 – June 30, 2019

Hillary Wells  
Director of New Media  
WGBH Educational Foundation  
1 Guest Street, Boston, MA 02135  
Phone: 617-300-2583  
Fax: 617-300-4433  
Email: hillary\_wells@wgbh.org  
**Term:** July 1, 2015 – June 30, 2018

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Joint Advance CTE and The Center to Advance CTE Board of Directors' Meeting

**MINUTES**

January 26, 2017

2- 2:30 p.m. ET

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**Attendees:** Jo Anne Honeycutt, Pradeep Kotamraju, Vanessa Cooley, Marie Barry, Lee Burket, Kathleen Cullen, Charisse Childers, Rich Katt, Eleni Papadakis, Thalea Longhurst, Bernadette Howard, Sheila Ruhland, Cheryl Carrier, Tim Hodge, Hillary Wells

**Absent:** Phillip Cleveland, Rod Duckworth, Jean Massey

**Staff:** Kimberly Green, Kate Kreamer, Sherry Quinn

**Guests:** Terri McKnight, Carolyn Skinner

**Welcome and Overview of Agenda:** Honeycutt took roll call of the additional members of The Center to Advance CTE Board, then gave a special welcome to the new member, Hillary Wells. Honeycutt provided an overview of Wells' background, including over 30 years in helping kids and families, developing multi-platform programs, and experience with public media (at WBGH, an educational foundation), She shared that Wells has a passion for serving underserved populations, which is in line with our mission. Wells thanked Honeycutt for the introduction and stated her delight to be working with The Center to Advance CTE Board to raise awareness around CTE. Wells said she is looking forward to being connected to this work more fully.

**Review and Approval of Minutes:** Honeycutt presented the minutes from the October 17, 2016 Joint Advance CTE and The Center to Advance CTE Board of Directors' Meeting

**MOTION: To approve the October 17, 2016, Advance CTE Board Minutes.  
Ruhland, Hodges.  
MOTION APPROVED.**

**Review and Approval of FY16 Audit:** Honeycutt presented the FY16 audit and 990s (tax forms) stating the Finance/Audit Committee has reviewed and unanimously approved these reports. She encouraged questions on any items. Green noted a change to our auditing firm due to the accountants moving under the former auditing firm. The new firm, selected and approved by the Finance/Audit Committee is Gelman, Rosenberg & Freedman, represented by Terri McKnight. Also joining the call is the organizations' accountant, Carolyn Skinner, DemboJones,.

McKnight stated it was a pleasure to be working with our organization. She shared that the combined financial statements had no new issues and no difficulties were encountered in the audit with no adjustments or past adjustments needed. There were no findings from the audit, thus the audit is considered "clean." The prior year statement was presented for comparative analysis only. Net assets were up slightly from previous year with a positive net income just over \$13,000. McKnight thanked Green and Skinner for being prepared and very professional.

**MOTION: To approve combined NASDCTEc/NCTEF FY16 audit as presented.  
Carrier, Katt.  
MOTION APPROVED.**

**Review and Approval of 2016 990s:** Green called on Skinner to present the Advance CTE 990s (note: McKnight left the meeting following the audit approval). Skinner stated the organization annually files 990s following the audit completion, allowing the numbers from the audit to be used as the basis for the 990s (with the exception of in kind contributions, which are not reported on the taxes). Skinner pointed out some governance questions that are related to good policy/practice (e.g. conflict of interest, whistleblower, etc.), all of which were answered “yes” meaning the organization has good policies in place. The Board has to approve returns prior to filing, which are then electronically filed and available for public inspection on request to the public. Honeycutt commented on the expertise Skinner and her company provided. Honeycutt then called for a motion to approve the Advance CTE 990s.

**MOTION: To approve the 2016 Advance CTE’s 990s as presented.  
Katt, Howard.  
MOTION APPROVED.**

Honeycutt then called for a motion to approve The Center to Advance CTE 990s.

**MOTION: To approve 2016 The Center to Advance CTE’s 990s as presented.  
Hodges, Carrier.  
MOTION APPROVED.**

**Upcoming lease renewal:** Green brought to the Boards’ attention to an upcoming decision that will be needed concerning the Advance CTE office lease. She shared that she plans to have collected all the necessary information and make a recommendation to the Board for a vote in May 2017.

**Meeting adjourned at 2:40 p.m..**

**FY17 Center to Advance CTE Financial Report**  
*Report prepared by Kimberly Green, Executive Director*

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This report provides summary financial information for July 1, 2016 through April 15, 2017 or 87% of the fiscal year. The accountant has reconciled the financial statements through March 31, 2017. Therefore, accounts related to investments will only reflect activity through March 31, 2017.

**INCOME:** The Center to Advance CTE received 84% of its budgeted income. The product sales, workshops, the ACTE revenue share, the NOCTI revenue share and interest are all trailing expectations. Thankfully funding through grants was strong this year and able to offset these shortfalls.

**EXPENSES/LIABILITIES:** The Center to Advance CTE expended 45% of projected expenses. The only expense line over budget is the investment fee, which is over budget by \$3,399.65 or 154%. A course correction may be needed in the investing strategy for grants that are received and expended within the same year (e.g. Siemens). The investment fees are based on a percentage of the portfolio. This year, a lot of funds went into the account but were not able to be invested beyond the money market because the funds must remain liquid. Inquiries have been made to the accountant and investment advisor for additional information, which will be shared in person during the Board meeting.

**ASSETS:** Equity and assets total \$746,557.56. This is a 67% increase over last fiscal year.

**INVESTMENTS:** The report from the Merrill Lynch advisor does not call for any adjustments to the portfolio at this time. The portfolio has approximately a 1.79% rate of return, with the equity portion at 4.75%, which is slightly higher than the Dow Jones Index (4.56%) but lower than the S & P 500 (4.79%).

**Board action required:** Approve FY17 financial reports.

**Approved FY 17 The Center to Advance CTE Budget**

	<b>Approved FY17</b>	<b>Actuals as of 4/15/17</b>	<b>Actuals to Budget</b>	<b>Explanatory Notes</b>
<b>Income</b>		<b>87% of fiscal year</b>		
NOCTI	\$1,400.00	\$110.10	8%	Payments made on a quarterly basis. Includes first two quarters; trailing expectations.
Product Sales	\$25,000.00	\$8,520.40	34%	Trailing expectations.
Interest/Dividend	\$8,300.00	\$5,081.38	61%	Through March 2017.
Workshop Revenue	\$7,096.67	\$3,649.99	51%	Workshops held at ACTE Vision and NCLA. No states have taken advantage of workshop offerings. No additional revenue projected this fiscal year.
Reserve withdrawal to balance budget	\$24,795.80	\$0.00	0%	
VISION Reimbursement/revenue share split	\$35,000.00	\$25,723.12	73%	Reimbursement of actual staff time and salaries, as well as travel. No revenue share for VISION attendance. No additional revenue will be received this fiscal year.
FORD Grant	\$5,098.78	\$5,098.78	100%	Funding carried forward from prior fiscal year.
IDIQ Grant	\$55,754.49	\$18,721.66	34%	Billing submitted upon completion of deliverables. Project has been delayed given OCTAE shift in direction/new Administration. Anticipate receiving full amount but it may run into the next fiscal year.
JPMC Grant	\$479,666.00	\$479,666.00	100%	Reflects full amount received for fiscal year.
Reimbursement from Advance CTE	\$33,835.00	\$0.00	0%	To be paid at fiscal year end - for CTE campaign and Excellence in Action Awards.
Siemens Grant	\$280,261.78	\$305,000.00	109%	Full grant is \$305,000. A portion (est. \$24,237.49) will be carried forward to the next fiscal year for work to be completed in FY18.
DoDEA Contract	\$112,950.00	\$44,000.00	39%	Awarded DoDEA Contract. Total contract is for \$133,500. Work began in September 2016 and is conducted on a reimbursement basis. Work is a bit delayed but anticipate being on target in this fiscal year. Remaining portion will be received in FY18.
<b>Total</b>	<b>\$1,069,158.52</b>	<b>\$895,571.43</b>	<b>84%</b>	
<b>Expenses - Specific Projects</b>				
ACTE VISION expenses	\$6,500	\$2,775.45	43%	These are direct expenses. Staff salaries and benefits will be reconciled at the end of the fiscal year.
JPMC Expenses	\$445,534.97	\$210,525.82	47%	Reflects all direct expenses through 4/15/17 and staff salaries/benefits through 12/31/16.
JPMC Contingency Fund	\$34,131.03	\$0.00	0%	No expenses to date.

## Approved FY 17 The Center to Advance CTE Budget

	Approved FY17	Actuals as of 4/15/17	Actuals to Budget	Explanatory Notes
IDIQ Expenses	\$44,358.55	\$28,111.54	63%	Reflects all direct expenses through 4/15/17 and staff salaries/benefits through 12/31/16.
FORD Grant expenses	\$5,098.78	\$3,507.96	69%	
Siemens Grant	\$280,261.78	\$169,577.10	61%	On target. Funds expended for national survey and focus groups, initial payments made to three of four states. No staff time allocated under this grant (although approximately \$7,000 of salaries/benefits have been dedicated to the work through March 2017).
DoDEA Contract	\$112,950.00	\$690.64	1%	Majority of expenses are staff time, to be reconciled at fiscal year end.
Shipping supplies and fees (Career Cluster Products)	\$1,750.00	\$461.86	26%	Based on actual sales.
Credit Card and Banking Fees (Career Cluster Products)	\$250.00	\$368.10	147%	There is an error in the calculation that was made in splitting the costs across the organizations. Will work with the accountant to reconcile. This should be in line with sales.
Product Development (includes copying, printing, misc fees, including overhead)	\$5,000.00	\$3,444.77	69%	Printing of posters, to create full sets. No additional printing costs anticipated in fiscal year.
Direct staff and benefits	\$66,001.41	\$41,709.65	63%	Includes salaries and benefits through December 2016 for all projects except for JPMC and IDIQ. Remaining salaries and benefits will be distributed across projects, at fiscal year end. Will likely be lower than projected due to new funding that was secured post-the fiscal year start.
Board expenses	\$3,300.00	\$2,055.30	62%	On target.
Fundraising and grant development	\$5,000.00	\$548.40	11%	Lower than projected.
Excellence in Action Awards	\$21,335.00	\$362.08	2%	Ceremony takes place in spring 2017.
CTE Campaign	\$17,880.00	\$4,228.11	24%	Deposit for vision video, which will be released in spring 2017 (took much longer to develop than anticipated). Second video may need to be carried forward into the next fiscal year.
<b>Subtotal for Specific Projects</b>	<b>\$1,049,351.52</b>	<b>\$468,366.78</b>	<b>45%</b>	
<b>General CC/Administrative Expenses</b>				
Rent	\$9,372.01	\$2,493.08	27%	Included costs through March 2017. Lower than projected because IDIQ grant extended and carrying costs.
Travel	\$75.00	\$0.00	0%	
Telecommunications	\$1,832.46	\$1,329.30	73%	Includes prepaid website updating.
Postage	\$100.00	\$8.75	9%	
Supplies	\$103.35	\$0.00	0%	
Equipment	\$163.61	\$36.72	22%	
Printing and Copying	\$125.00	\$0.00	0%	
Legal	\$1,690.00	\$0.00	0%	

**Approved FY 17 The Center to Advance CTE Budget**

	<b>Approved FY17</b>	<b>Actuals as of 4/15/17</b>	<b>Actuals to Budget</b>	<b>Explanatory Notes</b>
Licenses/Fees	\$468.00	\$318.21	68%	Annual incorporation fees. On target.
Insurance	\$366.08	\$352.94	96%	Annual fees for business policy and directors and officers liability coverage paid.
Accounting and banking	\$2,497.44	\$973.50	39%	Included costs through March 2017. Lower than projected because IDIQ grant extended and carrying costs.
Dues/subscriptions	\$393.25	\$293.17	75%	On target.
Banking fees - investments	\$2,205.00	\$5,604.65	254%	See report for additional information.
Contractors	\$415.80	\$0.00	0%	Added per budget modification for head shots.
<b>Total G&amp;A expenses</b>	\$19,807.00	\$11,410.32	58%	
<b>Total project expenses</b>	\$1,049,351.52	\$468,366.78	45%	
<b>TOTAL EXPENSES</b>	\$1,069,158.52	\$479,777.10	45%	
<b>INCOME LESS EXPENSES</b>	\$0.00	\$415,794.33		

**The Center to Advance CTE**  
**Balance Sheet**  
As of April 15, 2017

	Total
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Bank Accounts</b>	
1010 Cash - Bank of America	83,985.95
1017 Cash - Merrill Lynch	146,694.92
<b>Total Bank Accounts</b>	<b>\$ 230,680.87</b>
<b>Accounts Receivable</b>	
1200 Accounts Receivable	17,539.73
<b>Total Accounts Receivable</b>	<b>\$ 17,539.73</b>
<b>Other Current Assets</b>	
1050 Mutual Funds	486,250.89
1350 Prepaid expense	276.50
<b>Total Other Current Assets</b>	<b>\$ 486,527.39</b>
<b>Total Current Assets</b>	<b>\$ 734,747.99</b>
<b>Fixed Assets</b>	
1100 Furniture	9,053.99
1101 Accumulated Depreciation-Furniture	-8,840.61
1120 Equipment	45,549.80
1121 Accumulated Depreciation-Equipment	-43,265.32
<b>Total Fixed Assets</b>	<b>\$ 2,497.86</b>
<b>Other Assets</b>	
1400 Inventory	9,311.71
<b>Total Other Assets</b>	<b>\$ 9,311.71</b>
<b>TOTAL ASSETS</b>	<b>\$ 746,557.56</b>
<b>LIABILITIES AND EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
<b>Other Current Liabilities</b>	
2102 Deferred Revenue	79,944.30
<b>Total Other Current Liabilities</b>	<b>\$ 79,944.30</b>
<b>Total Current Liabilities</b>	<b>\$ 79,944.30</b>
<b>Total Liabilities</b>	<b>\$ 79,944.30</b>
<b>Equity</b>	
3900 Net Assets	328,281.23
Net Income	338,332.03
<b>Total Equity</b>	<b>\$ 666,613.26</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$ 746,557.56</b>

**Advance CTE/Center to Advance CTE  
Executive Investment Recommendation Summary  
Submitted by Mark Friese, Merrill Lynch**

Last year was full of volatility and surprises. This was particularly true for the financial markets. Issues with China, Europe and then an unexpected outcome for the U.S. presidential election caused quite a roller coaster ride. In the end, the U.S. stock market finished higher.

We also saw the beginning of a slow increase in interest rates from the Federal Reserve. We expect this trend to continue, barring any major slowdown in the U.S. economy. Even with these increases, interest rates remain near all-time historic lows. Bonds move inversely with interest rates, so we are expecting a decline in bond prices looking forward. For this reason both the Advance CTE account and The Center to Advance CTE accounts are above the ranges for equities and under-weighted in bonds. When interest rates start to increase and bonds decline in price we will reallocate from equities to bonds.

A large portion of the equity portion of your portfolio is focused on conservative, dividend producing, equity based indexes. These indexes provide income which has historically risen over time and provided capital appreciation potential. We are currently over-weighted in this area which recently has performed well beyond the general market. We believe that this trend will continue for many years as the Baby Boomer retire and seek to replace their employment income with income generated by their savings.

Together the Foundation's and Association's equity performance far exceeded the general market (S&P) in 2016. Dividend oriented investments, and a focus on defensive sectors accounted for much of this. For the period of your last report (July 1- March 31, 2017) there was a slight under-performance. This was mainly due to a slight under-performance of conservative utility focused indexes. We do not expect this to last for any extended period of time.

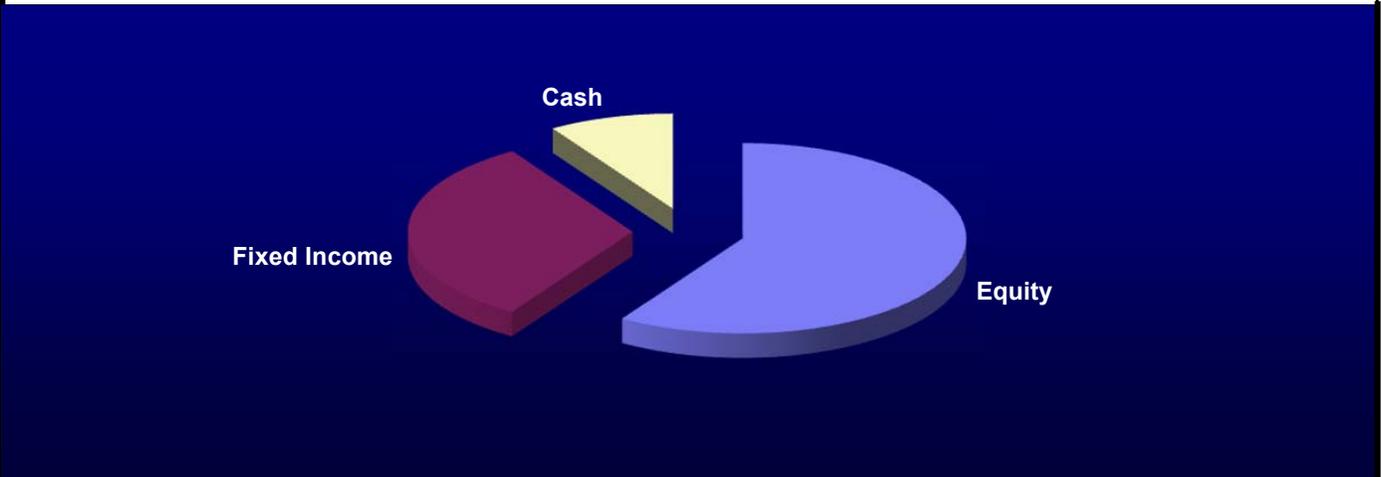
Kim and I had a meeting recently where we reviewed future cash flow needs and upcoming transfers. Based on this meeting sufficient cash is available to meet intermediate cash flow needs.

**No changes are currently recommended.**

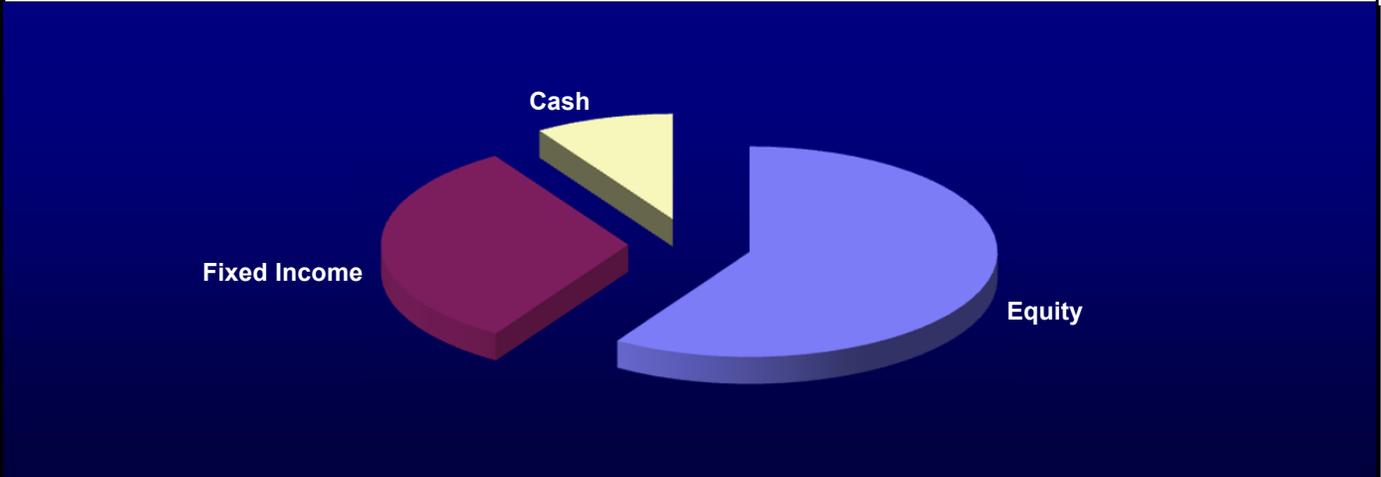
Summary of recommended changes:

Center to Advance CTE  
 Current Asset Allocation  
 Foundation Account 749-04G96  
 Period: July 1, 2016- March 31, 2017

<b><i>Current Portfolio</i></b>	Asset Allocation Type: Per Investment Policy Statement	
	Equity	59%
	Fixed Income	32%
	Cash	9%
	Sub-Total	100%
	Cash Reserves	
	Total Portfolio Value	



<b><i>Proposed Portfolio</i></b>	Asset Allocation Type: Per Investment Policy Statement	
	Equity	59%
	Fixed Income	32%
	Cash	9%
	Sub-total	
	Cash Reserves	
	Portfolio Value	99%



# Time Weighted Rate of Return by Period: Yearly



Performance period: 07/01/2016 to 03/31/2017

Period	Opening Balance(\$)	Contributions/ (Withdrawals)(\$)	Interest/ Dividends(\$)	Appreciation/ (Depreciation)(\$)	Closing Balance(\$)	ROR Period(%)	ROR Cum(%)
2017	625,610	0	1,995	5,341	632,946	1.17	1.79
2016	365,168	260,000	3,060	(2,618)	625,610	0.61	0.61
<b>Total</b>	<b>365,168</b>	<b>260,000</b>	<b>5,055</b>	<b>2,723</b>	<b>632,946</b>		<b>1.79</b>

Note that various factors, including unpriced securities, and certain adjustments, holdings or activity may cause report results to differ from actual performance. Report results may also differ from results reported by other Merrill Lynch services. Past performance does not guarantee future results.

# Relative Performance - Equity: Yearly



Performance period: 07/01/2016 to 03/31/2017

Period	Actual ROR(%)		Dow Jones Industrial Average Price Return(%)		MSCI World Index(%)		S&P 500 Price Return(%)	
	Year	Cum	Year	Cum	Year	Cum	Year	Cum
<b>2017</b>	<b>4.75</b>	<b>10.09</b>	<b>4.56</b>	<b>15.24</b>	<b>5.85</b>	<b>12.13</b>	<b>5.53</b>	<b>12.57</b>
US Equity	4.75	10.09						
<b>2016</b>	<b>5.09</b>	<b>5.09</b>	<b>10.22</b>	<b>10.22</b>	<b>5.93</b>	<b>5.93</b>	<b>6.67</b>	<b>6.67</b>
US Equity	5.09	5.09						

With respect to performance shown, various factors, including unpriced securities, and certain adjustments, holdings or activity may cause report results to differ from actual performance. Report results may also differ from results reported by other Merrill Lynch services. Past performance does not guarantee future results.

Reference Indices are included in this report as a general source of information regarding the performance of various types of investments. Allocation models and Indices should not be used to benchmark the performance of a specific account or portfolio. Your Financial Advisor can provide further information regarding the particular allocation models and Indices shown, including how the composition of an index compares to the composition of your account or portfolio.

Account Review Summary 07/01/2016 - 03/31/2017

Account 749-04G96

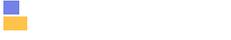
Security Name	Quantity	Cost Basis	Date Purchased	Date Sold/Mat	Sale Price	Market Value	Gain or (loss)	Realized Gain/Loss	Yield
<b>Foundation-E.T.F's (749-04G96)</b>									
<i>Ishares Barclays Intermediate (CIU)</i>	30	\$ 3,288	05/06/14			\$ 3,269	\$ (19)		n/a
<i>Ishares Barclays 3-7 Year (IEI)</i>	40	\$ 4,845	05/06/14			\$ 4,922	\$ 77		n/a
<i>Ishares DJ US Consumer (IYK)</i>	58	\$ 2,476	04/03/09			\$ 6,888	\$ 4,412		n/a
<i>Ishares DJ US Consumer (IYK)</i>	15	\$ 1,510	08/24/15			\$ 1,781	\$ 271		n/a
<i>Ishares Tr Dow Jones US Tech (IYW)</i>	106	\$ 7,452	07/10/12			\$ 14,328	\$ 6,876		n/a
<i>Ishares Tr Dow Jones US Tech (IYW)</i>	17	\$ 2,242	02/17/17			\$ 2,298	\$ 56		n/a
<i>Ishares TR Dow Jones Select Divid (DVY)</i>	19	\$ 1,052	06/07/12			\$ 1,731	\$ 679		n/a
<i>Ishares TR Dow Jones Select Divid (DVY)</i>	315	\$ 17,728	07/10/12			\$ 28,697	\$ 10,969		n/a
<i>Ishares TR Dow Jones Select Divid (DVY)</i>	68	\$ 4,810	02/14/14			\$ 6,195	\$ 1,385		n/a
<i>S&amp;P US Pfd Stk Index (PFF)</i>	364	\$ 14,236	07/10/12			\$ 14,087	\$ (149)		n/a
<i>S&amp;P US Pfd Stk Index (PFF)</i>	499	\$ 19,993	07/22/16			\$ 19,311	\$ (682)		n/a
<i>Vanguard Consumer Discretionary (VCR)</i>	68	\$ 4,410	04/26/11			\$ 9,416	\$ 5,006		n/a
<i>Vanguard Consumer Discretionary (VCR)</i>	20	\$ 2,723	02/17/17			\$ 2,769	\$ 46		n/a
<i>Vanguard Dividend Appreciation (VIG)</i>	310	\$ 17,533	07/10/12			\$ 27,881	\$ 10,349		n/a
<i>Vanguard Dividend Appreciation (VIG)</i>	66	\$ 4,845	02/14/14			\$ 5,936	\$ 1,091		n/a
<i>Vanguard Dividend Appreciation (VIG)</i>	13	\$ 1,165	02/17/17			\$ 1,169	\$ 4		n/a
<i>Vanguard Reit ETF (VNQ)</i>	79	\$ 4,884	07/10/12			\$ 6,525	\$ 1,641		n/a
<i>Vanguard Total Bond MKT (BND)</i>	267	\$ 21,494	03/30/10			\$ 21,648	\$ 154		n/a
<i>Vanguard Total Bond MKT (BND)</i>	46	\$ 3,761	05/06/14			\$ 3,730	\$ (31)		n/a
<i>Vanguard Total Bond MKT (BND)</i>	1012	\$ 81,962	02/17/17			\$ 82,053	\$ 91		n/a
<i>Powershares ETF High Yield (PEY)</i>	945	\$ 15,019	11/09/16			\$ 16,131	\$ 1,112		n/a

Security Name	Quantity	Cost Basis	Date Purchased	Date Sold/Mat	Sale Price	Market Value	Gain or (loss)	Realized Gain/Loss	Yield
<i>Powershares ETF High Yield (PEY)</i>	1671	\$ 28,440	02/17/17			\$ 28,524	\$ 84		n/a
<i>Vanguard High Dividend (VYM)</i>	431	\$ 33,496	02/17/17			\$ 33,467	\$ (29)		n/a
<i>Vanguard High Dividend (VYM)</i>	137	\$ 9,983	11/09/16			\$ 10,638	\$ 655		n/a
<i>Ishares US Healthcare (IYH)</i>	99	\$ 15,235	02/17/17			\$ 15,414	\$ 180		n/a
<i>Ishares US Energy (IYE)</i>	96	\$ 3,794	02/17/17			\$ 3,700	\$ (94)		n/a
<i>Vanguard Industrial ETF (VIS)</i>	61	\$ 7,624	02/17/17			\$ 7,548	\$ (77)		n/a
<i>Wisdomtree Midcap (DON)</i>	333	\$ 32,519	02/17/17			\$ 32,477	\$ (42)		n/a
<i>Ishares US Financial (IYF)</i>	107	\$ 11,360	02/17/17			\$ 11,133	\$ (226)		n/a
<i>Wisdomtree Total Dividend (DTD)</i>	389	\$ 32,549	02/17/17			\$ 32,672	\$ 123		n/a
<i>Vanguard Telecom (VOX)</i>	38	\$ 3,742	02/17/17			\$ 3,605	\$ (137)		n/a
<i>Ishares 1-3 Year Credit Bond ETF (CSJ)</i>	250	\$ 26,279	02/17/17			\$ 26,308	\$ 29		n/a
<b>Total</b>		\$ 442,449				\$ 486,251	\$ 43,802		
<b>Foundation-Money Market (749-04G96)</b>						\$ 146,695			
<b>749-04G96 Account Total</b>						\$ 632,946			
<b>Fees for period:</b>		\$ 5,605							
<b>Fees based on assets:</b>		\$ 5,605							

The information set forth herein was obtained from sources we believe reliable, but we do not guarantee its accuracy. Past returns are not a guarantee of future results.

# Sector Analysis - Summary

As of Close of Business: 04/04/2017

Sector	Total Holdings(%)		Current Holdings		Gap-Model vs. Current(%)	All Equity compared to Custom Model		
	0%	25%	Current(%)	Model(%)		ML Holdings(\$)	Model(\$)	Gap-Model vs. Holdings(\$)
<b>Equity</b>								
Health Care			9.05	13.70	4.65	183,560	450,013	266,453
Consumer Staples			12.55	9.30	(3.25)	254,685	305,484	50,799
Information Technology			12.16	21.30	9.14	246,650	699,656	453,006
Consumer Discretionary			12.87	12.30	(0.57)	261,072	404,027	142,955
Industrials			15.86	10.20	(5.66)	321,825	335,046	13,221
Materials			4.95	2.90	(2.05)	100,359	95,258	(5,101)
Financials			11.67	14.60	2.93	236,702	479,576	242,874
Telecommunication Services			1.65	2.50	0.85	33,553	82,119	48,566
Utilities			10.32	3.20	(7.12)	209,301	105,113	(104,189)
Energy			5.14	7.20	2.06	104,330	236,503	132,174
Real Estate			3.67	2.80	(0.87)	74,467	91,974	17,507
Equities Blend			0.12	0.00	(0.12)	2,442	0	(2,442)
<b>Total</b>						<b>2,028,945</b>		

\* Total represents the sum of all cash and cash equivalents including short positions with associated credit balances.

# Sector Analysis - Summary

As of Close of Business: 04/04/2017

## Date of Composition Information Obtained for Pooled Investments

If the accounts included in this analysis hold mutual funds, closed end funds, annuities, or external account proxies, the portfolio holdings reported by the fund as of the date identified below are reflected in the current portfolio analysis. Note that mutual funds change their portfolio holdings on a regular (often daily) basis. Accordingly, this analysis may not accurately reflect the current composition of the accounts included.

### Mutual Funds

Security	Security Description	Data As Of	Security	Security Description	Data As Of
PHSZX	PRUDENTIAL JENNISON	02/28/2017			

### Exchange Traded Funds

Security	Security Description	Data As Of	Security	Security Description	Data As Of
SHY	ISHARES 1-3 YEAR	No Date Reported	IYW	ISHARES U.S. TECHNOLOGY	02/28/2017
CSJ	ISHARES 1-3 YEAR	No Date Reported	PEY	POWERSHARES EXCH TRADED	02/28/2017
IEI	ISHARES 3-7 YEAR	No Date Reported	VCR	VANGUARD CONSUMER	02/28/2017
CIU	ISHARES INTERMEDIATE	No Date Reported	VIG	VANGUARD DIVIDEND	02/28/2017
IWR	ISHARES RUSSELL MIDCAP	02/28/2017	VYM	VANGUARD HIGH DVD YIELD	02/28/2017
DVY	ISHARES SELECT	02/28/2017	VIS	VANGUARD INDUSTRIAL ETF	02/28/2017
IYK	ISHARES U.S. CONSUMER	02/28/2017	VNQ	VANGUARD REIT ETF	02/28/2017
IYE	ISHARES U.S. ENERGY ETF	02/28/2017	VOX	VANGUARD TELECOMM SRVCS	02/28/2017
IYF	ISHARES U.S. FINANCIAL	02/28/2017	BND	VANGUARD TOTAL BOND MKT	No Date Reported
IYH	ISHARES U.S. HEALTHCARE	02/28/2017	DTD	WISDOMTREE TOTAL DIVID	02/28/2017
PFF	ISHARES U.S. PREFERRED	02/28/2017	DON	WISDOMTREE TR MIDCAP DIV	02/28/2017

# Size and Style Analysis - Summary

As of Close of Business: 04/04/2017

Size And Style	Total Holdings(%)		Gap-Model vs. Current(%)			All Equity compared to Custom Model		
	0%	50%	Current(%)	Model(%)	Gap-Model vs. Current(%)	ML Holdings(\$)	Model(\$)	Gap-Model vs. Holdings(\$)
<b>Equity</b>								
Large Cap Growth			25.76	33.00	7.24	522,634	1,083,974	561,340
Large Cap Value			33.44	26.00	(7.44)	678,491	854,040	175,549
Small/Mid Cap Growth			18.22	8.00	(10.22)	369,710	262,782	(106,929)
Small/Mid Cap Value			21.73	8.00	(13.73)	440,818	262,782	(178,036)
International Equity			0.34	25.00	24.66	6,916	821,192	814,276
Equities Blend			0.51	0.00	(0.51)	10,375	0	(10,375)
<b>Total Equity Assets</b>						<b>2,028,945</b>		

\* Total represents the sum of all cash and cash equivalents including short positions with associated credit balances.

# Size and Style Analysis - Summary

As of Close of Business: 04/04/2017

## Date of Composition Information Obtained for Pooled Investments

If the accounts included in this analysis hold mutual funds, closed end funds, annuities, or external account proxies, the portfolio holdings reported by the fund as of the date identified below are reflected in the current portfolio analysis. Note that mutual funds change their portfolio holdings on a regular (often daily) basis. Accordingly, this analysis may not accurately reflect the current composition of the accounts included.

### Mutual Funds

Security	Security Description	Data As Of	Security	Security Description	Data As Of
PHSZX	PRUDENTIAL JENNISON	11/30/2016			

### Exchange Traded Funds

Security	Security Description	Data As Of	Security	Security Description	Data As Of
SHY	ISHARES 1-3 YEAR	11/30/2016	IYW	ISHARES U.S. TECHNOLOGY	11/30/2016
CSJ	ISHARES 1-3 YEAR	11/30/2016	PEY	POWERSHARES EXCH TRADED	11/30/2016
IEI	ISHARES 3-7 YEAR	11/30/2016	VCR	VANGUARD CONSUMER	11/30/2016
CIU	ISHARES INTERMEDIATE	11/30/2016	VIG	VANGUARD DIVIDEND	11/30/2016
IWR	ISHARES RUSSELL MIDCAP	11/30/2016	VYM	VANGUARD HIGH DVD YIELD	11/30/2016
DVY	ISHARES SELECT	11/30/2016	VIS	VANGUARD INDUSTRIAL ETF	11/30/2016
IYK	ISHARES U.S. CONSUMER	11/30/2016	VNQ	VANGUARD REIT ETF	11/30/2016
IYE	ISHARES U.S. ENERGY ETF	11/30/2016	VOX	VANGUARD TELECOMM SRVCS	11/30/2016
IYF	ISHARES U.S. FINANCIAL	11/30/2016	BND	VANGUARD TOTAL BOND MKT	11/30/2016
IYH	ISHARES U.S. HEALTHCARE	11/30/2016	DTD	WISDOMTREE TOTAL DIVID	11/30/2016
PFF	ISHARES U.S. PREFERRED	11/30/2016	DON	WISDOMTREE TR MIDCAP DIV	11/30/2016

## Fundraising & Development Update

Report submitted by Kate Kreamer, Deputy Executive Director &  
Kimberly Green, Executive Director

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Throughout 2016, Advance CTE/The Center to Advance CTE has successfully raised funds to support new and existing project work, staff time and member resources. From FY2015 to FY2017, our revenues from grants and contracts shifted from just two percent of all revenue to 52 percent (projected).

At the request of the Board, Advance CTE/The Center to Advance CTE will continue to pursue fundraising and development opportunities, but only move forward with those that are closely aligned to *Putting Learner Success First: A Shared Vision for the Future of CTE*, our strategic plan, and our member priorities, as well as be sure we can manage the continued growth of our organization.

### Ongoing Grants/Contracts:

- *New Skills for Youth*: Advance CTE's largest grant, New Skills for Youth is an initiative led by Advance CTE, CCSSO and Education Strategy Group with support from JPMorgan Chase & Co. Advance CTE's role is to serve as the project co-lead with CCSSO, bringing critical content knowledge and expertise to the initiative. Specifically, we help shape the overall direction of the initiative, provide on-demand technical assistance, and lead the development resources such as briefs on key issues, annual snapshots highlighting state progress, and implementation tools. Through this grant, Advance CTE has been able to develop a number of very high-profile reports, launch the Learning that Works Resource Center and grow our internal capacity by two staff members. This grant opportunity has also raised Advance CTE's profile nationally and in states, with more opportunities for in-depth supports as we enter Phase II of the initiative. Over the course of four years, Advance CTE will receive approximately \$2.3 million.
- *Strategies for Attracting Students to High Quality CTE*: With support from Siemens Foundation, The Center to Advance CTE (The Center) had the opportunity to conduct focus groups and a national survey of parents and students to test effective messages in support of CTE/career readiness. We will be using this research to help members and the CTE community more effectively recruit students into CTE programs and address ongoing perception challenges. We have also selected four states (Indiana, Maryland, New Jersey and Washington) to receive technical assistance and small grants to support and learn from innovative recruitment strategies in the spring-summer of 2017. In the fall of 2017, The Center will update a number of the CTE: Learning that Works for America® campaign resources based on the new research and share lessons learned from the four grant-supported states. The grant, which runs from August 2016–November 2017, is for a total of \$305,000.
- *Department of Defense Education Activity (DoDEA) Support for CTE contract*: In September 2017, The Center began an 11-month contract with DoDEA to support their implementation of new CTE standards (which are the Common Career Technical Core) and help plan an overhaul of their CTE system and pathways. While the initial contract was for 20-in person meetings, we have offered a mix of meetings and background research to help craft an implementation strategy to support pathway completion across the multiple DoDEA schools.

We have begun discussions about the next contract opportunity to begin in late summer/fall 2017, which would require another RFP process. The contract is for \$133,500.

- *STEM Learning and Research (STELAR) Center:* In 2015, The Center to Advance CTE was approached by Education Development Center, Inc. (EDC) to support an application for an NSF grant to create a STEM Learning and Research (STELAR) Center, a proposal that was accepted and is now underway. Our role is primarily to support and disseminate the work with the field – through activities such as webinars, info briefs, participating in meetings and providing opportunities for sessions on STELAR at Advance CTE meetings. To date, we have hosted a webinar on CTE and STEM and responded to some follow up questions from researchers in the field. In total, the amount is \$75,000 over three years.
- *Potential Role of Secondary Career and Technical Education (CTE) Programs in Preparing Students for Apprenticeship Programs:* Advance CTE, in partnership with RTI International, Jobs for the Future, Vivayic and Quality Information Partners, is leading a project under contract with the U.S. Department of Education’s Office of Career, Adult, and Technical Education through an indefinite delivery/indefinite quantity (ID/IQ). The goal of this project is to develop technical assistance tools and resources for state and local leaders to improve the alignment between existing CTE and apprenticeships programs and support alignment where it does not yet exist. These tools and resources will be grounded in successful practices and lessons learned from the field through site visits. Due to a change in OCTAE staff, our deliverables ultimately got off track, timeline-wise, as the scope of work evolved. The timeline was further slowed down by the change in Administrations. As such, the final paper was slated to be released in late summer 2016, but is now still pending review by the Department of Education. However, we have received permission to share the findings on a webinar in April 2017 and at our Spring meeting. In total, Advance CTE will receive approximately \$124,000, largely for staff time.
- *Global Perspectives in CTE: Professional Development Modules:* Advance ACTE, in partnership with ACTE and the Asia Society, is part of a small grant that has been funded by the Project Management Institute. The goal is to expand the connection between global competency and CTE by building a toolkit for middle grade and early high school teachers to educate them on the need for their students to be globally competent and to lift up the global career opportunities that exist in CTE pathways. Over the course of two years, Advance CTE will receive approximately \$13,500 for its role in this project.

## Looking Ahead

- *Bill & Melinda Gates Foundation:* We have had a number of discussions with John Fischer, laying groundwork for potential opportunities under a reauthorized Perkins. In January, we learned they are considering a new strategy around CTE/Perkins and we provided information for an internal brief. In February, we learned this was not a top priority, but one of continued interest from Gates and have continued discussions with John Fischer. In particular, as Perkins reauthorization becomes more of a possibility, we are in discussions with Gates about potential support for technical assistance to help states plan for and begin to implement the reauthorized law.
- *Work-based Learning Assessment:* Last fall, Advance CTE was approached by David Stern, from UC Berkeley and Svetlana Darche from WestEd about a potential idea to develop an

assessment instrument to measure students' competencies on work-based learning experiences. Over the last six months, we have provided some input into the prospectus and the U.S. Chamber of Commerce Foundation has expressed interest in joining the effort. Conversations are still very early, and we will keep the Board apprised of any developments.

- *Joyce Foundation:* Over the last six months, we have had a number of exploratory conversations with a program officer at the Joyce Foundation, particularly about potential alignment in our work, with a focus on Putting Learner Success First, and our work with their six focus states (MI, OH, IL, IN, MN, WI). We are very much in the relationship building phase, but there is promise given their increased focus on CTE and its alignment with workforce development. We have our next call scheduled in late May to sync up with their grant cycle, which starts in late summer.
- *Workforce Matters:* Through an introduction from the Siemens Foundation, we have been working with Workforce Matters, a coalition of foundations that are committed to supporting workforce development, about how to engage and support their members around CTE. In December, we led a "CTE 101" webinar to provide background and major trends within CTE. In February, we led webinar on work-based learning for this group. It's unclear what may come of these webinars, but it has raised our visibility with a new group of funders.
- *Discussions with WGBH:* In spring 2017, we had a very productive first conversation with Hillary Wells, our new public Board member, about potential ways to collaborate around communications, including some projects that might require fundraising.

## Approved Policies Related to The Center to Advance CTE Public Board Members

### Approved nominations criteria for The Center to Advance CTE Public Board members:

- Actively involved in the field of education (per the bylaws).
- Demonstrated knowledge and understanding of Career Technical Education or workforce development
- Commitment to the vision, mission and strategic goals of The Center to Advance CTE.
- Willingness to serve as a spokesperson and advocate for The Center to Advance CTE.
- Willingness to participate in the development activities of The Center to Advance CTE.
- Willingness to commit to The Center to Advance CTE Board member position description requirements and obligations.
- Ability to serve (support of individual's administrator or Board for travel, time, etc.)

### Approved rotation schedule for The Center to Advance CTE Public Board members:

The Center to Advance CTE Public Board members will represent diverse stakeholders. Therefore, the following phase in of the new criteria will be implemented. Subsequent years will follow this rotation schedule:

- FY16 (term July 1, 2015 – June 30, 2018): high-priority partner representative
- FY17 (term July 1, 2016 – June 30, 2019): employer representative
- FY18 (term July 1, 2017 – June 30, 2020): philanthropic representative

While not formal policy, it was the request of the Board to keep the following information accessible with the rotation schedule and Board criteria as a reflection of the types of candidates that could fit into each stakeholder category:

- *Employer community*: A leader from an organization/association that represents business, workforce or labor interests, such as the U.S. Chamber of Commerce, the National Association of Manufacturers, the Business Roundtable, or the AFL-CIO. This position could also be filled by someone who works for a specific company (e.g. IBM, Caterpillar or PG&E). The specific role this individual has within the company, or the division in which he/she sits (e.g., Human Resources, Corporate Social Responsibility, etc.) is less important than the candidate's understanding of and commitment to education and workforce development and ability to be an active contributor. This requires a baseline of knowledge about CTE and a national perspective.
- *Philanthropic community*: These are representatives of organizations or companies that provide grants or other investments aligned to or supportive of The Center to Advance CTE's mission and theory of action.
- *High-priority partner*: This is the broadest category of all. It is intentionally undefined with the expectation that the Nominations Committee would consider the strategic goals and near-term priorities, as well as the experience and perspectives that the other two public Board members bring to the organization. It is intended to give the Nomination Committee flexibility in identifying the most critical voice needed on the Board.

**Approved The Center to Advance CTE Board member policies:**

- No public Board member can serve more than two, three-year terms. This policy would go into effect immediately and apply as current Board members' terms expire.
- Retain the current policy to provide complimentary registration for The Center to Advance CTE public Board members to attend the two Advance CTE annual conferences remain in place. This is valued as \$1,250 for non-members.

**Commitments and Responsibilities of Advance CTE and  
The Center to Advance CTE Board Members  
Approved on November 4, 2014**

DUTIES, RESPONSIBILITIES AND AUTHORITY:

Each Board member is an individual functioning part of the unit known as the Board of Directors. The position calls for leadership qualities of the highest degree. The Board member must have a good working relationship with Advance CTE/ The Center to Advance CTE staff and the Advance CTE members. In addition, the Board member must be aware of the importance of public opinion and have the ability to promote the process and value of Career Technical Education. The Board member must have the ability to delegate authority while retaining responsibility. The Board member must have the ability to represent all members of Advance CTE and not just a region or state that he or she represents.

1. Planning & Organization

- Support Advance CTE and The Center to Advance CTE's written mission and vision statements, and furthermore, satisfy itself that everyone connected with the organization understands its reasons for existence.
- Ensure that Advance CTE and The Center to Advance CTE has an up-to-date statement of what it is, represents, and does, including a periodical review of the mission and vision statements' adequacy, viability and accuracy.
- Be actively engaged in the development, implementation and monitoring of Advance CTE and The Center to Advance CTE's strategic plan.
- Determine how the organizations carry out its mission and vision though long-range and short-range planning and review.
- Review and approve Advance CTE and The Center to Advance CTE's long-range financials goals (see operations).
- Establish and approve policies that ensure best practices are followed internally and externally.
- Approve major policies and procedures guiding Advance CTE and The Center to Advance CTE.
- Establish, advance and promote the mission and vision of the organizations.
- Help acquire education, business, and industry partnerships; financial and organizational resources; and new members.
- Be assured management oversight and succession is properly being provided.

2. Operations

- Review the results achieved by management as compared with Advance CTE The Center to Advance CTE strategic plan.
- Be certain the financial structure of Advance CTE and The Center to Advance CTE is adequate for its current needs and its long-range strategy.
- Acquire and maintain resources.
  - Annually review and approve budget.
  - Provide ongoing fiscal oversight, including:
    - Engage auditor or initiate an independent financial review.

- Review IRS Form 990 prior to its submission.
    - Annually review and approve the investment policy and investment advisor's recommendations.
    - Annually review and approve the amount of annual dues of the Advance CTE members.
  - Approve major actions of Advance CTE and The Center to Advance CTE such as:
    - Capital expenditures on all projects over authorized limits.
    - Major changes in programs and services.
  - Terminate the membership of a member, for cause, after an appropriate hearing; terminate the membership of any member who becomes ineligible for membership.
3. Fiduciary Oversight:
- Be assured the Board and its Finance/Audit Committee are adequately and currently informed through reports and other methods on the fiscal condition of Advance CTE and The Center to Advance CTE and its operations by management.
  - Ascertain management has established appropriate policies to define and identify conflicts of interest throughout Advance CTE and The Center to Advance CTE and is diligently administering and enforcing those policies.
  - Review compliance with relevant material laws reflecting the organizations.
4. Board Expectations/Qualifications
- The Regional Directors serving the eleven regions shall serve three-year terms. It shall be the responsibility of the Active Members in each of the eleven geographic regions to select, at the appropriate membership meeting or via electronic ballot, to elect their respective regional directors to serve on the Board of Directors.
  - The Director serving the representative of the Associate Members shall serve three-year terms. It shall be the responsibility of the Active Associate Members, at the appropriate membership meeting or via electronic ballot, to elect their respective representative to serve on the Board of Directors.
  - Attend all convened Board meetings. Minimal attendance is defined in the Board attendance policy.
  - Be responsive to communication and requests from Advance CTE and The Center to Advance CTE staff.
  - Review Board meeting materials before all meetings, being prepared to offer guidance and feedback.
  - Approve organizational policies, as well as carry out duties within the framework of the policies that are comprised in the Board Policy Manual.
  - Review the Board policy manual annually to ensure it is accurate and reflects the current Board priorities and preferences.

- Annually sign Board policy acknowledgement, conflict of interest statement, whistleblower policy and Board commitment form.
- Regional/Associate Representatives shall keep their regions or associate members informed as well as share regional concerns with the Board of Directors.
- Serve as resources in areas of personal professional expertise.
- Meet the requirements of the bylaws of Advance CTE and The Center to Advance CTE.

Advance CTE/The Center to Advance CTE  
Board of Directors Commitment

I, \_\_\_\_\_, understand that as a member of the Board of Directors of the Advance CTE/The Center to Advance, I have a legal and ethical responsibility to ensure that the organization does the best work possible in pursuit of its goals. I believe in the purpose and the mission of the organization, and I will act responsibly and prudently on its behalf.

**As part of my responsibilities as a Board member:**

1. I will promote the organization's work and values to the community, represent the organization, and act as a positive spokesperson.
2. I will interpret the members' needs; speak out in their interest and in their behalf, to the board.
3. I will make every possible effort to attend the annual Board meetings, committee meetings, and special events.
4. I will excuse myself from discussions and votes where I have a conflict of interest.
5. I will stay informed about what's going on in the organization. I will ask questions and request information. I will participate in and take responsibility for making decisions on issues, policies, and other matters. I will ask questions and voice my concerns.
6. I will work in good faith with the staff and Board as a contributing partner toward the achievement of our goals.
7. If I fail to meet these commitments, I will expect the Board President to discuss my obligations and responsibilities with me.

**The organization will be responsible to me in the following ways:**

1. I will be provided with financial reports during each quarterly Board meeting and a monthly update of organizational activities that allow me to meet the "prudent person" standards of the law. (The "prudent person rule," applied in legal settings in slightly differing language, states that an individual must act with the same judgment and care as, in like circumstances, a prudent person would act.)
2. Opportunities will be offered to me to discuss with the Executive Director and the Board President the organization's programs, goals, activities, and status.
3. The organization will help me perform my duties by keeping me informed about issues in the industry and field in which we are working and by offering me opportunities for professional development as a board member.
4. Board members and staff will respond in a straightforward fashion to questions that I feel are necessary to carry out my fiscal, legal, and moral responsibilities to this organization. Board members and staff will work in good faith with me toward achievement of our goals.
5. If the organization does not fulfill its commitments to me, I can call on the Board President and Executive Director to discuss the organization's responsibilities to me.

I acknowledge and accept the commitments and responsibilities listed above:

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

**THE CENTER TO ADVANCE CTE  
BOARD OF DIRECTORS  
FY 16-17**

**Advance CTE President**

Ms. Jo Anne Honeycutt  
Director, Career and Technical Education  
North Carolina Department of Public  
Instruction  
6361 Mail Service Center  
Raleigh, NC 27699-6361  
Phone: 919-807-3764  
Fax: 919-807-3899  
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**Advance CTE Vice President**

Dr. Pradeep Kotamraju  
Director, Career and Technical Education  
Bureau Chief  
Division of Community Colleges  
Iowa Department of Education  
400 East 14th Avenue  
Grimes State Office Building  
Des Moines, IA 50319  
Phone: 515-281-4716  
Fax: 515-242-5988  
Email: pradeep.kotamraju@iowa.gov

**Advance CTE Secretary / Treasurer**

Duties being fulfilled by Dr. Kotamraju

**Advance CTE Past President**

Mr. Rod Duckworth  
Chancellor  
Division of Career and Adult Education  
Florida Department of Education  
325 West Gaines Street, Suite 734  
Tallahassee, FL 32399-0400  
Phone: 850-245-0446  
Fax: 850-245-9052  
Email: rod.duckworth@fldoe.org/  
CareerandAdultEd@fldoe.org

Dr. Timothy D. Hodges  
Research Director  
Gallup  
1001 Gallup Dr.  
Omaha, NE 68102  
Phone: 402-938-6729  
Fax: 1-888-500-8282  
Email: Tim\_Hodges@gallup.com  
**Term:** July 1, 2014– June 30, 2017

Ms. Cheryl Carrier, Executive Director  
Ford Next Generation Learning  
c/o Ford Motor Company Fund  
One American Road  
Room 210-E4  
Dearborn, MI 48126  
Phone: 313-248-8028  
Email: ccarrier@fordngl.com  
**Term:** July 1, 2016 – June 30, 2019

Hillary Wells  
Director of New Media  
WGBH Educational Foundation  
1 Guest Street, Boston, MA 02135  
Phone: 617-300-2583  
Fax: 617-300-4433  
Email: hillary\_wells@wgbh.org  
**Term:** July 1, 2015 – June 30, 2018

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Since 2001, Advance CTE has managed the National Career Clusters Framework<sup>®</sup>, overseeing multiple revisions and revalidations of the Knowledge and Skills Statements, leading the development of the Common Career Technical Core (CCTC) and providing the field with an array of aligned resources and advocacy materials (e.g., crosswalks, credential lists, plans of study, brochures). Over this time period, nearly every state has begun to use the Career Clusters, either as an organizing framework for their program offerings and/or as the foundation of their standards and curriculum. They have become the norm for CTE in the U.S.

For years, Career Clusters were central to our work, resources and services, such as the States' Career Clusters Initiative, the National Career Cluster Institute and a robust revenue stream from Career Cluster products. While the National Career Cluster Framework is still foundational to our priorities and overall vision for CTE, a number of internal and external changes mean it is time for us to revisit the future of the Career Clusters.

When the Framework was first created, it had been a vehicle to help build awareness and define a shared set of expectations as the “system” sought to transform itself from vocational education to CTE. Further, the standards were created to supplement existing job-specific standards, essentially creating a new “level” of standards that were reflective of the new vision embraced by CTE. In the era of concern for global competition, the “national” standards developed by states met a need – to create a common target for all states to benchmark against. Obviously, much has changed in the perception and support for any “national” standard.

The Framework has changed the conversation. Career Clusters are commonplace in terms of how CTE is discussed – the framework for the system. It's how the states report enrollment data for Perkins. But as we know from our [CCTC Alignment](#) study, instructional practice has moved very little.

So that begs the question – do we stay in the **standards** business? To do a full standards revalidation is a tremendous investment of time (by states, stakeholders and Advance CTE/Center to Advance CTE staff) and expenses. The development of the CCTC came in around \$300,000 (includes all expenses – direct, related overhead and staff time) with the final total of the rollout, etc. at an additional \$150,000. This does not capture the in kind contribution of all the states, which was significant. If we choose to maintain the standards, the standards need to be updated since they were last revalidated in 2012.

Another consideration is the National Career Clusters **Framework** itself. Does the Framework (the 16 Career Clusters and the 81 career pathways) reflect the modern economy? Is there value in keeping the Framework as is, an anchor that is readily understood? Does the **terminology** of the Framework need to be reconsidered, specifically the term “career pathways.” Since the Framework was first introduced, the many definitions of career pathways and the variety of initiatives (Pathways to Prosperity, WIOA, federal memo on career pathways rather than POS, etc.) all that differ from our definition of a career pathway makes for a lot of confusion. Finally,

there are the multiple supporting resources that are outdated - aligned credentials documents, CIP/SOC crosswalks, etc.

To figure out our next steps, the Advance CTE Board directed staff to launch a Career Clusters Task Force to recommend a strategy for Advance CTE/The Center to Advance CTE's future management, revision and advancement of the National Career Clusters Framework. The Center to Advance CTE plans to retain Dr. Danielle Mezera, most recently the State CTE Director from Tennessee, to lead this work.

**Proposed Timeline:**

- May 2017: Task force scope is finalized
- June 2017: Task force is launched
- October 2017: Early findings and recommendations from the Task Force are presented to the Advance CTE Board of Directors for review and input
- November 2017: Task force recommendations are finalized
- January 2018: Board votes on task force recommendations

**Discussion Questions**

- Who should serve on this task force? What members? What partners? What voices need to be at the table?
- What should the “charge” of the task force be?
- What would make this task force successful?
- Are there any ‘non-negotiables’ or key principles the task force should take into consideration as they move forward?

**Board action:**            **Define the scope of work for task force, including success criteria.**  
                                  **Decide on the guidelines for who should service on the task force.**

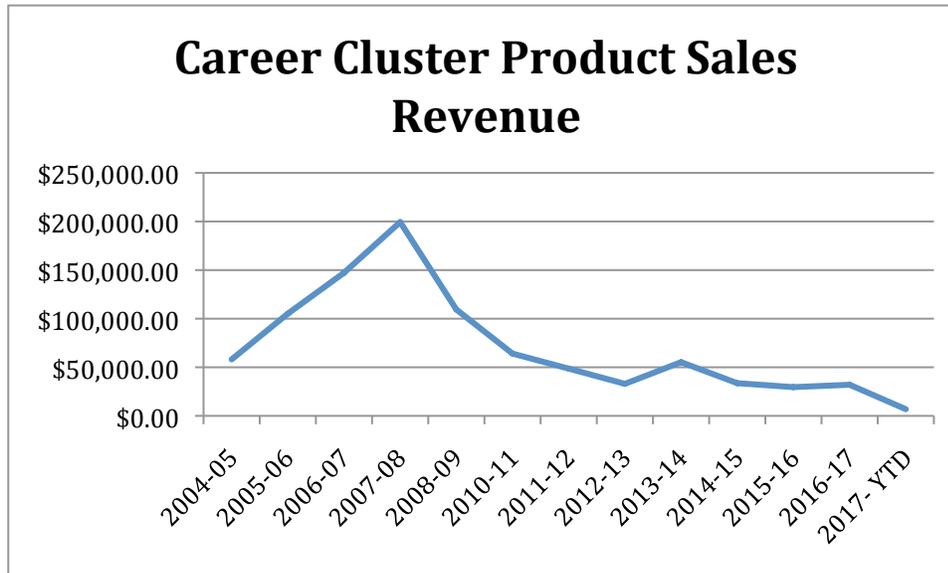
## Career Cluster Product Sales

Submitted by Kimberly Green, Executive Director

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The Board previously approved the discontinuation of Career Cluster product sales due to the decline in the profitability of the endeavor. However, when the decision was made to end the Career Clusters Institute, the limited revenue received through product sales was important to keeping the Center going during its rebuilding phase and the Board reversed its decision to end sales.

Below is a chart that shows the history of sales beginning in 2004.



Staff is seeking guidance from the Board on whether to continue the development and sale of Career Cluster products for the purposes of FY18 budget development. Some data points to consider:

- In the FY17 budget, the Board approved estimated \$25,000 in product sales, which equals 2.4% of projected total revenue.
- As of April 13, sales total \$6,871.12 or 27% of the targeted product sales income.
- The actual value of the inventory at the start of the fiscal year was \$9,311.71. Inventory is taken once a year, so this number will drop after the 2016-17 inventory is completed.
- We have invested \$3,340.25 in products this year, printing individual posters with the goal of making full sets of all 16 Career Clusters.

### Options to consider:

- Discontinue sales effective June 30, 2017. Conduct a fire sale in May and June to get rid of remaining inventory. If inventory remains, either donate materials to states or schools or keep on hand as resources for presentations, etc.
- Continue sales at current pricing until inventory is fully depleted. Do not replenish stock.
- Invest time/funds to update and refresh inventory, perhaps aligned with the Career Clusters taskforce recommendations.

**Board Action:**        **Vote to determine if The Center to Advance CTE should continue with Career Cluster product sales in FY18.**