

FOR REVIEW: PROPOSED NASDCTEc/NCTEF Strategic Plan: 2014/2015

1. Build and maintain strong and effective partnerships with key education, workforce and economic development, and philanthropy organizations to advance NASDCTEc/NCTEF's priorities.

- a. *Develop, maintain and grow partnerships in support of NASDCTEc's federal legislative priorities.*
- b. *Develop, maintain and grow partnerships in support of NASDCTEc's state policy initiatives/support.*
 - ✓ 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.
- c. *Engage in strategic partnerships with business-led organizations to strengthen business (including labor and workforce development) involvement in the CTE enterprise.*
 - ✓ Launch a "sign-on" resolution campaign to cultivate and demonstrate employer/business for high-quality CTE.
 - ✓ Conduct Career Clusters governance pilot, with a select number of Career Clusters chaired by state leads and industry partners.
 - ✓ Highlight strong employer-education partnerships through multiple communications strategies
 - ✓ Develop case-making resources, targeted to the business community, designed to promote awareness of and seek support for CTE.
- d. *Engage in strategic partnerships that raise the visibility of Career Technical Education and NASDCTEc/NCTEF as a leader in the field.*
 - ✓ Create and utilize criteria to guide partnerships.
 - ✓ Determine feasibility of Career Readiness Partnerships Council continuation and focus.
- e. *Develop, leverage and maintain partnerships that support NASDCTEc efforts to provide professional development to our members, their staff and other key CTE stakeholders*
 - ✓ Conduct and support CORD/NASDCTEc Career Pathways Effect workshops/webinars.
- f. *Collaborate and coordinate with ACTE on key initiatives and advocacy efforts in support expanded access to and quality of CTE.*
 - ✓ Co-convene a joint Executive Committee meeting between ACTE and NASDCTEc/NCTEF and develop an actionable plan to implement recommendations from joint meeting
 - ✓ **With ACTE, develop an operational definition of and criteria for "high-quality CTE programs" to inform legislative priorities, professional development, etc.**

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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.

a. *Develop federal and state legislative priorities that support, promote and increase access to high-quality Career Technical Education.*

- ✓ Develop and disseminate legislative language to Congressional and federal policymakers, as well as other stakeholder associations, to influence the reauthorization process.
- ✓ Engage members of Congress and staff during reauthorization through briefings, school visits, and other advocacy activities.
- ✓ Engage in two-way communications with membership about reauthorization through surveys, working groups, conference calls and other means.
- ✓ 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.

b. *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.*

- ✓ Develop and host resources and workshops related to Perkins implementation post-reauthorization.
- ✓ Create resources to support state adoption and implementation of the CCTC and Career Clusters.
- ✓ Conduct an initiative to put in place appropriate measurements of the CCTC (pending board approval)
- ✓ Create resources and supports for states to connect CTE with broader reform efforts (CCSS, NGSS, STEM, competency-based).
- ✓ Develop a new section of the website focused on state CTE policy that includes a state policy database.

c. *Leverage and expand the use of the CTE: Learning that works for America campaign (and NASDCTEc/NCTEF's broader communications efforts) to support public policy and advocacy efforts.*

- ✓ Launch a national campaign to get every member of Congress to see a CTE program.
- ✓ 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.
- ✓ Launch and manage the Excellence in Action Awards program.
- ✓ Develop a media relations strategy and implementation plan, including social media.
- ✓ Create a communications taskforce of state communications staff.
- ✓ Launch redesigned website.

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3. Provide, encourage and support professional development to expand the skills, content knowledge and leadership of NASDCTEc members.

- a. *Develop, arrange and/or deliver resources to expand the skills, content knowledge and leadership of NASDCTEc members.*
 - ✓ Develop and provide member-focused resources (e., g. overview of key initiatives, pieces of legislation, member benefits, webinars, etc.).
- b. *Develop and implement an annual editorial schedule resulting in a coordinated set of resources to include briefs, webinars, on-demand webinars, resources, etc. Develop, arrange and/or host convenings to expand the skills, content knowledge and leadership of NASDCTEc members.*
 - ✓ Conduct annual meetings (Spring, Fall, Achieving Excellence Institute).
 - ✓ Develop a strategy that reconsiders goals, purposes and calendar of annual meetings (e.g., Summit, spring and fall meetings, Institute).
 - ✓ Host (virtual or in-person) convening of members to support planning and implementation of Perkins.
- c. *Develop and implement a robust, year-round intensive program to support the onboarding and leadership development of State CTE Directors.*
 - ✓ Develop and implement a plan for a more formalized onboarding process for new members to NASDCTEc.
 - ✓ Develop and implement a plan to support skills and leadership development of State Directors/state leaders throughout the year.
- d. *Implement a member engagement strategy to ensure NASDCTEc is addressing their needs and provide opportunities for members to inform NASDCTEc's work*
 - ✓ Conduct bi-annual member services survey on member satisfaction and priorities.
 - ✓ Develop an annual report to the members identifying accomplishments and progress toward accomplishment of goals.
 - ✓ Annually identify member taskforces to accomplish priority goals.
- e. *Actively encourage alignment and collaboration between secondary and postsecondary leaders within and beyond NASDCTEc's members.*
 - ✓ Convene a taskforce to advise NASDCTEc on postsecondary-focused engagement, resources and partnerships

4. Develop and implement actions that address NASDCTEc's organizational governance and fiscal security that ensures successful accomplishment of NASDCTEc/NCTEF's strategic goals.

- a. *Review NASDCTEc/NCTEF Board of Directors' governing structure, policies and bylaws to ensure alignment with strategic goals.*

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- ✓ 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).
- ✓ 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.
- b. *Review NASDCTEc/NCTEF membership structure to strengthen the organization's fiscal security and membership base*
 - ✓ 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.
- c. *Develop and implement a fundraising plan to support public policy, partnerships, and professional development priorities.*
 - ✓ Develop and implement a Year-Round Sponsorship plan (pending approval from Board)
 - ✓ Develop a fundraising plan, to include identifying priority fundable projects, cultivate relationships with key funders, etc.

5. Implement Ongoing Core Work of NASDCTEc/NCTEF

- a. *Ensure effective, accurate, legally compliant and efficient management of NASDCTEc/NCTEF.*
- b. *Ensure that the finances of the organization are accurate and in compliance with all legal requirements.*
- c. *Ensure that all human resource functions are handled in a timely, accurate and legal manner.*
- d. *Effectively manage the Career Cluster Products.*
- e. *Ensure resources, communications and tools developed are high-quality, error-free, support the brand and consistent with the style guide.*