

Joint Session of NASDCTEc and NCTEF Board of Directors' Meeting

AGENDA

March 31, 2014

10 a.m. – 3 p.m.

Meeting Room: Hampton Ballroom

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|----|--|---|
| 1. | Welcome and Overview of Agenda
<i>10 a.m. – 10:05 a.m. (5 minutes)</i>
..... | John Fischer
President
<i>Pages 1 - 7</i> |
| 2. | Approval of Minutes
<i>10:05 a.m. – 10:07 a.m. (2 minutes)</i>
..... | Rod Duckworth
Secretary/Treasurer
<i>Pages 8 - 10</i> |
| 3. | Approval of Consent Agenda
<i>10:07 a.m. – 10:17 a.m. (10 minutes)</i>
..... | John Fischer
President
<i>Pages 11 - 59</i> |

Staff Updates:

- Advocacy Plan Update
- 2014 Achieving Excellence Institute: The National Career Clusters Institute
- Common Career Technical Core Update
- Communications Plan Through June 30
- Communications Update
- Legislative Update
- Liaison Reports:
 - ACTE
 - HOSA
 - SkillsUSA
- Meetings and Events
- Member Services
- Partnerships Update
- Publications Update
- Regional and Associate Member Election Results
- Strategic Plan Update
- Website Update

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|----|--|-------------------------------|
| 4. | Nominations Update
<i>10:17 a.m. – 10:27 a.m. (10 minutes)</i> | Marie Barry
Past President |
| 5. | Finance Committee Appointments
<i>10:27 a.m. – 10:32 a.m. (5 minutes)</i> | John Fischer
President |

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| 6. | NASDCTEc and NCTEF Bylaws Revisions
<i>10:32 a.m. – 10:47 a.m. (10 minutes)</i>
..... | Karen Hornberger
Finance and Office Manager
<i>Pages 60- 87</i> |
| 7. | Personnel Policy Revisions
<i>10:47 a.m. – 10:52 a.m. (5 minutes)</i>
..... | Karen Hornberger
Finance and Office Manager
<i>Pages 88 - 105</i> |
| 8. | NASDCTEc and NCTEF Financial Reports
<i>10:52 p.m. – 11:12 p.m. (20 minutes)</i>
..... | Rod Duckworth
Secretary/Treasurer
<i>Pages 106 - 128</i> |
| 9. | Career Cluster Products: Lost Inventory
<i>11:12 a.m. – 11:32 a.m. (20 minutes)</i>
..... | Karen Hornberger
Finance and Office Manager
<i>Pages 129 - 134</i> |
| 10. | CCTC ‘Adoption’ Language
<i>11:32 a.m. – 11:52 a.m. (20 minutes)</i>
..... | Kate Blosveren
Associate Executive Director
<i>Page 135</i> |
|
LUNCH BREAK Noon – 1 p.m.
Lunch at Roberts Restaurant | | |
| 11. | Career Clusters’ Governance
<i>1:15 p.m. – 1:45 p.m. (30 minutes)</i>
..... | Kate Blosveren
Associate Executive Director
<i>Pages 137 - 139</i> |
| 12. | Future of the National Career Clusters Institute
<i>1:45 p.m. – 2:30 p.m. (45 minutes)</i>
..... | Kate Blosveren
Associate Executive Director
<i>Pages 140 - 141</i> |
| 13. | Other items to be added/meeting wrap up
<i>2:30 p.m. – 2:45 p.m. (15 minutes)</i> | John Fischer
President |

Next Meeting Date:
June 24, 2014: conference call
NASDCTEc: 3 – 4 p.m.
NCTEF: 4 – 5 p.m.
Topic: FY15 budget approval

NASDCTEc BOARD OF DIRECTORS
FY 13-14

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Term: July 1, 2011 – June 30, 2014

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Term: July 1, 2012 – June 30, 2015

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Term: July 1, 2011 – June 30, 2014

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Term: July 1, 2013– June 30, 2016

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Term: July 1, 2013 – June 30, 2016

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Term: July 1, 2011 – June 30, 2014

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Term: July 1, 2012– June 30, 2015

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Term: July 1, 2013– June 30, 2016

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Term: July 1, 2012 – June 30, 2015

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Term: July 1, 2011 – June 30, 2014

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Term: July 1, 2011 – June 30, 2014

**NCTEF BOARD OF DIRECTORS
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Term: July 1, 2011– June 30, 2014

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Term: July 1, 2013 – June 30, 2016

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Term: July 1, 2012 – June 30, 2015

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Cluster Leader Liaison:

Vacant

DOL/ETA Liaison:

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NASDCTEc Board of Directors' Meeting

MINUTES

Conference Call

January 28, 2014

3:00 – 3:30 p.m.

Attendees: Marie Barry, John Fischer, Scott Stump, Rod Duckworth, June Sanford, Eric Suhr, Lee Burket, Jean Massey, Kathleen Cullen, Eric Spencer, Richard Katt, Wayne Kutzer, Mike Raponi, Eleni Papadakis, Bernadette Howard

Staff: Kimberly Green, Karen Hornberger, Kate Blosveren

Welcome and Overview of Agenda: Stump welcomed the NASDCTEc Board and staff to the meeting and reviewed the agenda.

Dues Increase for FY 14-15: Green presented the proposed dues for FY15 that includes a proposed CPI increase of 1.5%. Green gave a brief history on the dues and the policy to annually propose and increase in the amount of the 12 month shift in CPI.

MOTION: To raise state dues for FY 15 by the proposed 1.5% CPI. Fischer; Howard
MOTION ADOPTED.

Joint ACTE-NASDCTEc Executive Committee Meeting: Blosveren reported that on January 19-20, 2014, NASDCTEc's four officers and ACTE's six officers came together for the first-ever joint Executive Committee meeting. The stated goal of the meeting was to explore ways that NASDCTEc and ACTE can better collaborate and coordinate resources, initiatives, and advocacy efforts in support of advancing the CTE community. Major topics discussed included how to build the capacity of our members through professional development, technical assistance, and conferences/meetings; expand awareness and support of CTE through partnerships, publications, communications and advocacy; and support high-quality CTE through technical assistance, resources, and research.

Blosveren added that the meeting was very productive and we found a number of ways NASDCTEc and ACTE can build on existing partnership activities and strategically build more moving forward. The next step is for ACTE and NASDCTEc staff to come back together to create an actionable plan that addresses issues such as federal advocacy, communications (including the CTE: Learning that works for America campaign and CTE Month), publications/webinars, and research and case making.

Barry added that it was a positive meeting with lots of possibilities. They are open to ways to use their association and membership to better coordinate within states. With this we should be able to move forward with the same voice.

MOTION: To close NASDCTEc Board Meeting. Katt; Raponi.
MOTION ADOPTED.

Meeting adjourned 3:25 p.m.

Joint NASDCTEc and NCTEF Board of Directors' Meeting

MINUTES

January 28, 2014

Conference Call

3:30 p.m. – 4:30 p.m.

Attendees: Marie Barry, John Fischer, Scott Stump, Rod Duckworth, June Sanford, Eric Suhr, Lee Burket, Jean Massey, Kathleen Cullen, Eric Spencer, Richard Katt, Wayne Kutzer, Mike Raponi, Eleni Papadakis, Bernadette Howard, Bill Symonds, Cheryl Carrier

Staff: Kimberly Green, Kate Blosveren, Karen Hornberger

Guests: Don Marshall, Kim Hoffman, Carolyn Skinner

Welcome and Overview of Agenda: Fischer welcomed the NASDCTEc and NCTEF Board and staff to the meeting and reviewed the agenda.

NASDCTEc and NCTEF Strategic Plan: Blosveren stated that the strategic plan focuses on NASDCTEc's work in regards to partnerships, policy and professional development. Major advances in the strategic plan from the previous one include a new emphasis on state (as well as federal) policy, a more explicit focus on postsecondary engagement and support, more intentionality behind why and how we engage in partnerships, and a renewed focus on leveraging task forces to address key challenges and engage more of our members. The next step is for NASDCTEc staff to meet for two days in February to unpack the strategic plan and build out detailed project plans.

MOTION: To adopt the strategic plan as presented as the official NASDCTEc/NCTEF strategic plan for 2014-1015 Sanford; Massey.
MOTION ADOPTED.

FY 12-13 Audit Report: Marshall stated that the Audit was reviewed with the Finance Committee and was pleased to share that the audit went extremely well. There were no issues with the financial statements and the records are in very good shape. He also mentioned that the statements were combined statements of both the Association and the Foundation, as is allowed due to shared governance. Marshall explained that the accountant and the staff prepared the footnotes and the financial statements. He stated that no adjustments were needed. Marshall was pleased with the way the finances are managed, including good internal controls and bookkeeping practices in place. Once the Board approves the audit reports they will be finalized.

MOTION: To approve the NASDCTEc/NCTEF audit for FY 12-13 as presented.
Kutzer; Barry.
MOTION ADOPTED.

Review of the Association 990's: Skinner reported that the once the audit is complete the 990's can be completed because all the numbers in the tax reports are drawn directly from the financial statements. The only thing that does not get put on the 990's are the in-kind contributions. Everything else comes directly from the audited financial statements. Skinner specifically brought attention to page 6 where it describes the policies in place to protect the organization. She explained that it is a good thing to see so many 'yes' answers. She also mentioned that there haven't been any more changes to this page since the IRS revised the 990 in 2008.

**MOTION: To approve the NASDCTEc and NCTEF 990s, as presented, for FY 11-12.
Suhr; Duckworth.
MOTION ADOPTED.**

Review and Approve Joint NASDCTEc/NCTEF December 13, 2013 Board minutes:
Duckworth presented the minutes for approval. No changes were recommended.

**MOTION: To approve the Joint NASDCTEc and NCTEF December 13, 2013 Board
minutes. Barry; Carrier
MOTION ADOPTED.**

Staff Updates: Green reported that Evan Williamson joined NASDCTEc as the new Communications Associate. He most recently served as the Deputy Communications Director for U.S. Representative Pete Visclosky (IN). In this position, he will be responsible for implementing strategic communications to promote the overall mission and work of the organization, including the development and marketing of publications, web content, social media and products.

In addition, in early January, we posted a new position for a State Policy Associate who will be responsible for supporting and track state policies that impact access to high-quality CTE across the states. First-round interviews have been scheduled with a number of candidates and it our hope to have this position filled sometime in March.

Fischer thanked the staff and Board and wished everyone a good night.

**MOTION: To adjourn the Joint NASDCTEc/NCTEF Board Meeting.
Duckworth; Raponi
MOTION ADOPTED.**

Meeting adjourned at 3:58 p.m.

Advocacy Resources for FY 2014:

CTE Monthly Newsletter

Published monthly in cooperation with ACTE, this advocacy newsletter is shared with over 1,500 individuals, including members of Congress, Hill staffers, and education organizations. Each month a different Career Cluster® is selected and a CTE program is featured as a high-quality example. If you are not yet on the distribution list please contact Steve Voytek at: Svoytek@careertech.org

On-Demand Webinar: Federal Budget & Appropriations Process

A new on-demand webinar will be released this month breaking-down the federal budget process and showing how funds are eventually appropriated to programs like the Perkins Act. On-demand webinars are short but informative presentations on topics of importance and recent relevance. This particular resource was developed to coincide with the President's budget request and the formal start to the wider budget and appropriations process in Congress. The webinar series as a whole is designed to be used as a professional development tool and may be shared with your networks. An additional webinar on the basics of the Perkins Act is scheduled for May 2014 with additional installments planned throughout the year.

State Director Advocacy Calls

Each quarter NASDCTEc hosts an advocacy call to update its members on the most recent legislative activity and news impacting the CTE community. These calls provide members insights into the legislative process and analysis for what to expect moving forward. Members and their staff are encouraged to participate in these calls and engage with NASDCTEc in a constructive dialogue regarding topics and issues related to the call.

Legislative Update Webinar: FY 2015

NASDCTEc staff will be hosting a live, public webinar in late March covering the latest CTE news and policy developments since the last bi-annual update webinar broadcast in September of last year. This webinar is available on our resources page at www.careertech.org and past recordings can also be found there.

Updated Data Sheets

As part of NASDCTEc's forthcoming redesigned website, staff have begun to rework and update existing data and information sheets. These newly available sheets will be available for member use throughout the year and can be used to supplement presentations, events, and visits with policymakers.

2-Minute Round-Up Book of States

Every year NASDCTEc surveys states asking two broad questions— what are your state's three biggest CTE-related accomplishments and relatedly its three biggest challenges. The results of this survey are collected and included in our 2-Minute Round-Up Book ahead of our annual Spring Meeting. Responses are used not only to generate content for this conference, but also to gauge emerging themes throughout the wider CTE enterprise.

Perkins Implementation Survey

Recently NASDCTEc surveyed states on how they have chosen to implement certain provisions of the Perkins Act. As Congress considers reauthorizing the law, this information will be used by NASDCTEc staff to assist policymakers in crafting legislation that can best be utilized by state and local leaders. Information provided by states for the purposes of this survey will also be used to develop additional publications planned for later this year.

FY 2014 Advocacy Plan & Strategies

Advocacy Plan:

NASDCTEc staff continue to advocate for CTE on Capitol Hill and with other policymakers. Components of this year's advocacy plan are being implemented in various capacities in conjunction with other organizational initiatives to support these efforts.

Congressional Visits

Over the past several months, NASDCTEc staff have continued to meet with Congressional staff. These meetings have two broad classifications:

- Informational and strategic meetings to introduce staff to the Perkins Act and Career Technical Education more generally
- Meetings in response to NASDCTEc legislative recommendations, priorities, and / or additional legislative work with a specific agenda

Meetings have been conducted in both Chambers, but since January particular focus has been placed on the Senate where staff have begun to grow interest in reauthorization. Where appropriate, NASDCTEc has connected Senate staff with the corresponding State Director. Congressional staff have expressed interest in several areas (list is not exhaustive, but represents emerging themes):

- Level of state adoption and implementation of Programs of Study
- Strategies for employer engagement and ways to tie CTE programs to the needs of the local, state and regional labor market
- The perceived value of non-traditional participation and completion as a core indicator of performance
- Potential impacts of competitive funding versus current formula funding model
- Effects of Maintenance of Effort (MOE) and Hold Harmless provisions in current law

Appropriations Levels

NASDCTEc will be urging Congress and the Obama Administration to “fully fund” the Perkins Act in FY 2015. The recent FY 2014 Omnibus spending package provided a degree of sequester relief for the Perkins Act basic state grant program, but funding levels remain at historically low levels. To that end, NASDCTEc will actively promote FY 2010 funding levels as a baseline for achieving full-funding for the program. This baseline includes both Title I and Title II funding which NASDCTEc recommends rolling all into the existing basic state grant program. Under this definition, a fully funded Perkins Act should receive \$1.26 billion for FY 2015.

Perkins Reauthorization

NASDCTEc remains hopeful that Congress will reauthorize the Perkins Act in 2014. That being said, there are a number of political realities that may make reauthorization in this Congress difficult. A limited number of legislative days, combined with midterm election concerns and other general constraints may diminish the likelihood of reauthorization this year. NASDCTEc and its partners will push for a thoughtful reauthorization whether that is in this Congress or the next one.

To that end, NASDCTEc staff will continue to meet with members of Congress, their staff, and other relevant policymakers to ensure the organization's positions, recommendations, and priorities are incorporated into this process. Following each visit to a Senate office, staff will connect the State Director with relevant Senate staff as appropriate. Moreover, NASDCTEc will continue to engage relevant Caucuses in each chamber to promote organizational positions and raise the visibility of the CTE enterprise more broadly.

Legislative Language

In conjunction with ACTE, NASDCTEc has been formulating legislative language for the Perkins Act. This draft language is based solely on NASDCTEc board-approved Perkins Act recommendations and priorities attached as a supplement to this report. Once complete this language will be used to support NASDCTEc's advocacy efforts in Congress and will be used to spur discussions for the formulation of a newly reauthorized Perkins Act. This initial draft focuses on the following sections:

- Intent and purpose of the law
- Definition for "High-Quality CTE Program of Study" (HQCTE)
- State Plan (Sec. 122)
- State Leadership Activities (Sec. 124)
- Local Plan (Sec. 134)
- Local Uses of Funds (Sec. 135)

Once this draft is finalized, additional legislative language pertaining to different portions of the Perkins Act are planned for later this year. Copies of this language are provided to interested NASDCTEc members upon request.

Congressional CTE Site Visits

NASDCTEc staff continue to visit exemplary CTE programs in the D.C. metropolitan area and to vet these sites as potential locations for Congressional member and staff visits. As part of this process, it is the goal to get every member of Congress and / or their staff to see a CTE program as the Perkins Act reauthorization process unfolds.

Business Resolution

NASDCTEc has supported the development of a business sign-on letter through its participation in the Perkins roundtable coalition described elsewhere in this report. However, a more comprehensive business resolution letter is planned as the reauthorization process continues to progress. This larger initiative will request signatures from small, medium and large businesses from across the country for a reauthorized version of the Perkins Act which aligns to the organization's recommendations and priorities.

2014 Achieving Excellence in CTE: The National Career Clusters Institute Update
*Report submitted by Ramona Schescke, Member Services Manager and
Kate Blossveren, Associate Executive Director*

Achieving Excellence in CTE: The National Career Clusters Institute.
Location: The Pointe Hilton Tapatio Cliffs Resort, Phoenix, Arizona
Dates: June 16-18, 2014

Achieving Excellence in Action Awards Program Update:

- Please refer to Kate Blossveren's in-depth report titled "Excellence in Action Awards Update."

Education/Industry Tours Update:

- After a site visit in January 2014, Kate and Ramona decided on the best education/industry tour visits that would provide the most Career Clusters representation. These include:
 - Arizona Agribusiness & Equine Center: A charter Early College High School with Equine Science programs
 - EVIT (East Valley Institute of Technology): Public school district/area technical center with multiple Career Clusters featured
 - GateWay Community College: Health Science Career Cluster featured, including student-staffed community clinic
 - Hilton Insider's Tour: Behind-the-scenes tour of the hotel featuring the Hospitality & Tourism Career Cluster
 - Metro Tech High School: Urban high school featuring multiple Career Clusters
 - SUMCO Corporation: High-tech international company that produces silicon wafers for the global semiconductor industry
 - Sundt Construction, Inc: Builder of our tour site - the Health Sciences Education Building at the Phoenix Biomedical Campus - an environmental-friendly, sustainable structure and strong community partner
 - Sunrise Mountain High School: Suburban high school and Rigorous Programs Of Study grant recipient featuring multiple Career Clusters
 - West-MEC Central Campus: Area technical school with FAA Aviation Program and Precision Manufacturing
- The tours will be conducted June 18, 2014.

Registration update:

- Both the [General registration](#) and [State Leadership and Policy Workshop](#) registration went live the first week of March 2014.
- We have one sponsorship submitted from a new company who saw the website.
- Currently there are 10 registrations submitted for the General Registration.
- The Early Bird registration rate is through April 8, 2014.

Excellence in Action Award

In January NASDCTEc launched its first-ever Excellence in Action award to recognize model programs of study from across the nation. We received over 100 applications from across 19 states, which were first culled down by NASDCTEc staff to be about 60 applications that were then reviewed by the selection committee, comprised of State Career Technical Education (CTE) Directors (or their proxies) and NASDCTEc staff.

There was a significant range in the quality of applications, and therefore, the selection committee decided only to grant awards in seven Career Clusters (we received applications in all Career Cluster areas, except the Government & Public Administration Career Cluster). We will share the winners with the Board in person on March 31, 2014 as we are still finalizing one winner as of the first week in March.

We will be notifying the winners in mid-March. They will be announced at the opening session of the *Achieving Excellence in CTE: Career Clusters Institute*, which will also feature a reception in their honor Monday June 16. Each winner will have the opportunity to lead 1-2 sessions at the *Achieving Excellence Institute* to share their programs with other CTE educators.

By lifting up model programs, NASDCTEc will shine a light on high-quality and high-impact programs, providing a stronger anchor for the 2014 *Achieving Excellence Institute* and examples to be used in our advocacy and communications efforts over the year. Each winning program will be featured in our communications, marketing and advocacy materials, used during Congressional visits, with members of the media, and other CTE stakeholders to support a more positive image of CTE.

Briefly, winners also will receive:

- A banner to hang in their school or institution of higher education
- A digital banner (i.e., a customized logo) to use in email and print materials as they so choose
- Two free registrations to the *Achieving Excellence in Career Technical Education* meeting

Winners will be featured:

- In a national press release, announcing all of the winners, which will be distributed to national media. NASDCTEc will also create individualized press releases for each winner, which will be distributed to State CTE Directors, who will be responsible for distributing the press release to state media.
- In a one-pager, used as part of NASDCTEc's federal advocacy toolkit.
- In a monthly newsletter sent to members of Congress.
- In a stand-alone blog on NASDCTEc's Learning that Works for America blog.
- On the NASDCTEc website.
- In other publications and resources as applicable.

State Leadership & Policy Workshop Update

Based on discussions during strategic planning and feedback from the Board, NASDCTEc proposes featuring a distinct track of sessions and workshops for state leaders at the 2014 *Achieving Excellence in Career Technical Education: The National Career Clusters Institute* (aka the Achieving Excellence Institute). This track will be focused on supporting states' implementation of high-quality Career Technical Education (CTE), and programs of study in particular.

Objectives

- State teams will work collaboratively to come to a common understanding of what quality CTE is; how to align their current standards and systems to the Common Career Technical Core (CCTC) and programs of study model; and how to better integrate CTE into the broader reform efforts.
- State teams will engage in cross-state sharing, expert resources and facilitated team time to work on an implementation strategy.

Registration for the State Leadership & Policy Workshop went live in early March, at the same time as registration for the full *Achieving Excellence Institute*. The notification of the workshop went directly to State CTE Directors as they will be the ones inviting participants from their states. As such, they were provided with a unique registration link that they can share with other leaders from their states they want to attend. It is our goal for at least 10 states to bring teams, and at least 50 participants to register for the workshop.

Approximately one month before the Achieving Excellence Institute, NASDCTEc will share an inventory tool with the State CTE Directors for them to complete and bring to the Institute, as well as other background materials for participants (e.g., a pre-recorded webinar on the CCTC, state CCTC alignment results, etc.).

The agenda is shaping up nicely, with a mix of time for states to work in teams, discuss common issues and challenges across states, and hear from leading states on key implementation issues. The agenda also provides opportunities for workshop participants to attend other breakout sessions and interact with other participants, from their states or otherwise. We are considering opening up some of the Workshop sessions to other participants, in particular the two panel discussions on Tuesday morning. Below is the working agenda as of March 10.

Monday June 16		
	1 p.m.– 2:15 pm	Opening General Session and Excellence in Action Awards Presentations
SESSION 1	2:30– 2:45 pm	Welcome; brief background/intro to CTE, programs of study and CCTC
	2:45 – 3:30 pm	State team time (with facilitators and resource experts available as needed) <ul style="list-style-type: none"> • States will have time to talk through the State Director-created inventory • Make revisions and identify and share goals for the workshop
	3:30 – 3:45 pm	Case study: Nebraska’s Health Careers Programs of Study <ul style="list-style-type: none"> • Rich Katt, Nebraska (invited)
	4:00 – 5:00 pm	GO TO BREAKOUT SESSIONS (award winning programs)
	5:30 – 6:30 pm	Reception honoring Excellence in Action award winners
Tuesday June 17		
	8:00 – 8:45 am	Breakfast and sponsor showcase
SESSION 2	8:45 – 9:45 am <i>(MAY ALLOW ANY PARTICIPANTS TO ATTEND)</i>	Panel with Arizona leaders across sectors on collaboration and alignment <ul style="list-style-type: none"> • Cathleen Barton (Education Manager, Intel Corporation) (confirmed) • Dan Brown (State CTE Director) (invited) • Rebecca Gau (Director of Innovation & Education, Governors Office) (confirmed) • Maria Harper-Marinick (Executive Vice Chancellor and Provost, Maricopa Community Colleges) (confirmed)
	10:00 – 11:00 am <i>(MAY ALLOW ANY PARTICIPANTS TO ATTEND)</i>	Panel on the elements of programs of study: how is the POS framework being implemented with fidelity in various states? What’s going well? What barriers still exist? <ul style="list-style-type: none"> • Lyle Courtnage, Montana (confirmed) • Michael Raponi, Nevada (invited) • Jay Scott, Kansas (invited)
	11:15 am – 12:15 pm	General Sessions, Speaker Mark Milliron
	12:15 – 1:15 pm	Lunch (Boxed lunches where participants are encouraged to eat with other participants from their states. An opportunity for the state leadership & policy workshop participants to engage with educators from their states.)
SESSION 3	1:30 – 2:30 pm	“Open Space Discussion” As a team, select two issues your state wants to talk about (either something you want to share with other states or something you want to learn); with resource experts and facilitators as needed
	2:30 – 3:30 pm	State team time to develop action steps with resource experts and facilitators as needed
	3:30 – 3:45 pm	Report out/Conclusion of State Leadership & Policy Workshop
	4 p.m. – 5 pm	General Session – Federal Policy Update
Wednesday June 18		
	8 – 8:45 am	Breakfast, closing session
	9 am- Noon	School & industry tours
	9 am – Noon	HOLD for optional breakout sessions for those not attending the tours

CCTC Alignment Study

In February, NASDCTEc contracted GSX to conduct an alignment study of Maine’s CTE standards, which are actually state and national industry standards approved by the state for local use. In addition to providing Maine with a state-specific report, we will also release a public report on the alignment between CCTC and industry standards.

Specifically, we will have “mini” alignment studies determining how well a number of commonly-used national standards align to the CCTC. From this, we will publish a public report with high-level findings and use the analyses to drive discussions between NASDCTEc and major industry associations and organizations about how to better connect the CCTC and industry standards.

Some of the industry standards included in the study are:

- National Council for Agricultural Education (Agriculture, Food and Natural Resources Career Cluster Content Standards)
- NCCER (Core, Plumbing, Masonry, Carpentry, Electrician, Welding)
- National Association of Home Builders (Carpentry, Residential Electrician)
- Graphic Arts Education and Research Foundation (Graphic Communications, Advertising & Design, Digital File Prep, Digital File Output, Digital Production Printing, Offset Printing, Screen Printing)
- American Medical Technologists (Medical Assisting)
- National Consortium for Health Science Education
- National Highway Traffic Safety Administration (EMT)
- National Restaurant Association Education Foundation (ProStart)
- CompTIA (A+ Essentials Part 1 and 2)
- American Welding Society
- NIMS (Machine tool/Machining)
- MarketED
- NATEF (Core, General Service Technician)

The analysis will be complete in April and the report is expected to be published in May/June, before the *Achieving Excellence in CTE: Career Cluster Institute*.

Re-Release of CCTC with Performance Elements/Sample Indicators

The Career Clusters Knowledge & Skills Statements historically have included “performance elements” and “sample indicators.” These sub-components of the Knowledge & Skills Statements provided additional detail to those expectations and offered insight into how educators might measure and/or assess students’ mastery of such standards.

It has recently come to our attention that the performance elements and sample indicators were revised and validated as part of the CCTC development, even though they were not included in

the final documents. As such, we plan to re-release the CCTC in PDF and Excel formats with the performance elements and sample indicators included in April 2014.

The next step will be to identify a strategy for commissioning an alignment or crosswalk between the Common Core State Standards and the CCTC, which requires the level of detail provided by the performance elements. In addition, NASDCTEc will be approaching Achieve to see if they would be willing to help fund an alignment or crosswalk of the CCTC with the Next Generation Science Standards, now adopted by 10 states. These two deliverables will be a priority for 2014.

Communications Plan through June 30

Report submitted by Evan Williamson, Communications Associate

NASDCTEc will pursue a rigorous communications plan designed to integrate our events, advocacy and outreach. The goals of this communications push are threefold. First, we will ensure that members and other key stakeholders are kept up to speed with the work of the organization and provided resources to advocate effectively on behalf of high-quality Career Technical Education (CTE). Second, we will project an image to media and the broader education reform community that we are the reliable, premium source of expertise and connection on CTE. The ultimate goal is to raise the profile of high-quality CTE, cultivating awareness among the broader community and leveraging and raising the status of the CTE: Learning that Works for America.

We will pursue these goals through a series of new initiatives as well as integrated marketing of existing materials. The first element is the launch of our new website, which will feature a blend of new and old content, formatted in a manner similar to the existing site. Augmenting our existing features include all-new state profiles hosted on an interactive map, and a more accessible state-comparison tool that allows users to stack any state against another to explore similarities and differences in CTE participation, delivery, administration, and more. The website will also serve as the host of our upcoming casemaking campaign materials, which we plan to reorganize online to boost visibility and ease of access.

NASDCTEc already hosts a great deal of information that collectively makes a persuasive case for high-quality CTE. A critical piece of the communications plan through the balance of the fiscal year and beyond will be the development of new materials in an effort to build a brand around CTE: Learning that works for America. Among these are one-page leave-behinds made out of our expanding Friends of CTE series, persuasive one page profiles of CTE in your state and novel web content to raise public awareness through social media channels as well as the CTE Blog.

We are exploring the possibility of developing other content in connection to our events, including meeting presentations, short videos and shareable online materials. In connection to these efforts, both the Spring Meeting and Achieving Excellence Institute will include casemaking sessions to serve both as introductions to new materials and instructional/brainstorming sessions for persuasive use of the resources on offer from NASDCTEc.

A communications and marketing campaign is planned for the next three months for Achieving Excellence in CTE: The Career Clusters Institute 2014. In addition to previous years' efforts to boost visibility via blog posts and press releases, we plan to launch a targeted campaign emphasizing the scope and quality of the Achieving Excellence Institute's speakers, sessions and

tours. We will focus particularly closely on new features of the Achieving Excellence Institute to differentiate it from the Career Cluster Institutes of years past. The site tours and Achieving Excellence in CTE Awards will figure prominently in this effort, as will branding best practices, chief among which will be the inclusion of CTE: Learning that works for America in every piece of communication related to the Achieving Excellence Institute.

NASDCTEc is already well respected within the CTE community as a font of useful information and policy expertise. The organization has some strong connections in the realm of education journalism, as management and a variety of State Directors have cultivated relationships with journalists through years of sustained contact. We will push to formalize media relations by systematically tracking data on media appearances and citations, aiming to boost visibility and spread the image of NASDCTEc as the premier resource on CTE from the world of instructors and education departments to statehouses, Congress, and the mainstream press.

Press tracking was implemented late last month, and will continue indefinitely. In time, we will augment that system with outreach to contacts cultivated throughout this period. We also plan to initiate a new committee comprised of State Directors or their designees with input from Associate Members to maintain communications materials, update best practices, and integrate knowledge from the field into the process of developing casemaking materials and persuasive talking points.

As a part of a comprehensive effort to align NASDCTEc and ACTE's messaging, we have developed an outline for cooperation that includes regular meetings of the two groups' communications officers. These meetings will provide an opportunity to explore avenues of cooperation, contacts, and plans for the month ahead. Meetings began informally in February and will continue on a regular basis going forward.

To ensure that members are provided every opportunity to engage with the work of NASDCTEc, and to present them with a regular digest of information on CTE from around the country, NASDCTEc will launch a bimonthly newsletter featuring stories on the work our employees have conducted over the last two month period, profiles of excellence in CTE, interviews with State Directors, information on upcoming meetings and events, and more. The newsletter will begin as a member-only feature, presented on a bimonthly basis with the opportunity to begin publishing monthly by month six.

Each of these steps lays the groundwork for the final goal of expanding public awareness of the myriad benefits of CTE and the importance of the work done in every state to improve education with an eye to career readiness and student engagement. The plan will be under constant revision and will respond to the needs of membership, as well as policy developments at the state and national level. Success will be defined by quantitative measures including newsletter readership, frequency of press contact and social media following, as well as by

qualitative factors including the feedback of membership, the quality of coverage and the actions of key stakeholders. Developing a reputation of activity, accuracy and alacrity will help us succeed along each of these rubrics, and will set the stage for an increased role for CTE in the public discussion surrounding education in the future.

Communications Update

Report submitted by Evan Williamson, Communications Associate, Karen Hornberger, Finance & Office Manager

SOCIAL MEDIA

In the past six months, NASDCTEc/NCTEF has become increasingly active on its social media platforms and has seen significant growth in its social media following. As of October 2013, NASDCTEc had a blog, a Facebook account, and a Twitter and was exploring usage policies beyond publicizing new blog posts. Maintaining a rigorous regimen of daily posting on both Twitter and Facebook, more frequent and varied blog content, and employing multimedia, NASDCTEc has expanded substantially on both online channels, as well as an additional 40,000 visits to the NASDCTEc website (see tables, below). Continuing on this path and aggressively publicizing the new tools available on the NASDCTEc website will enable us to maintain this growth in the months ahead.

SOCIAL MEDIA GROWTH

<i>Medium</i>	<i>Posts since 10/13</i>	<i>Following (from 10/13)</i>	<i>Overall Reach (from 10/13)</i>
Facebook	78	318 (from 230)	3,957 (From 5,891) ¹
Twitter	456	408 (from 168)	18,864 in 6 months (from 7,995)

CTE Learning that Works Blog: Staff has continued executing the framework developed late last year, serializing and regularly posting to the CTE blog, creating 83 entries over the last six months. Recently, the Blog has been used to promote CTE Month, content developed with ACTE, the National Technical Honor Society, and CTSOs.

CTE: Learning that works for America[®] User Agreement Update: We have in place 49 state adoptions plus Washington, DC of the usage of the CTE: Learning that works for America[®] logos. Currently 612 third-party logo usage agreements are in place.

Career Cluster[®] Logo User Agreements: Since the launch of the Career Cluster Logo user agreements there have been 749 user agreements signed from 48 states, the District of Columbia, Puerto Rico and Ireland. This is an increase of 53 users since October, 2013. The top five usage states are Texas, 243, Wisconsin 64, Virginia, 48, Illinois, 34 and North Carolina, 32. There are a total of 6 CTE State Directors that have completed the user agreement.

¹ Over this time period, Facebook changed the way it measures “reach,” moving to a more conservative calculation, which is why this indicator seemed to decrease, even with increased activity from NASDCTEc.

WEBSITE STATISTICS

	<i>Previous Report</i>	<i>Current Report</i>
Spring to Fall Meeting	April 2013 – October 2013	October 2013 – March 2014
Total Website Visits	231,158	271,310
Year to date	October 2012 – October 2013	March 2013 – March 2014
Total Website Visits	463,040	509,395
Top 5 states visiting www.careertech.org	Texas, Louisiana, California, Mississippi, Illinois	Texas, Louisiana, North Carolina, California, Indiana
Most popular searches	No change	Career Clusters, 16 Career Clusters, CTE
Most visited pages	No change	Main Page: www.careertech.org The 16 Career Clusters: http://www.careertech.org/career-clusters/glance/clusters.html Career Clusters and Pathways: http://www.careertech.org/career-clusters/glance/clusters-occupations.html
Most Popular Download : Student Interest Surveys	9,684	14,281
CCTC Standards Downloads	2,947	2,726

COMMUNICATION RESOURCES SOLD*

	FY 12-13	FY 13-14	To Date
Vision Papers	1640	125	63,327
CTE: Learning that Works for America [®] Brochures	2170	500	28,382
CTE: Learning that Works for America [®] Posters	450	60	2,050

**Totals represent materials ordered; they do not include materials distributed at presentations via NASDCTEc staff or as samples to Career Cluster customers.*

Legislative Update: October 2013 through March 2013

Bipartisan Budget Act of 2013

Following a protracted partisan debate, Congress failed to come to a legislative agreement to fund the federal government at the start of Fiscal Year (FY) 2014. Consequently, the federal government shutdown on October 1st and remained closed for sixteen days. To resolve this disagreement and reopen the federal government, Congress passed H.R. 2775 which provided short-term appropriations, through a Continuing Resolution (CR), until January 15th, 2014. This legislation also established a conference committee between both Chambers of Congress to craft a longer-term agreement for the budget. This committee, co-Chaired by Senator Patty Murray (D-WA) and Representative Paul Ryan (R-WI) respectively, was tasked with coming to an agreement by December 13th, 2013.

During this time, NASDCTEc worked with several coalition advocacy groups including the Committee for Education Funding (CEF) and Non-Defense Discretionary United (NDD United) to advocate for higher overall funding levels as part of this agreement. This work was part of NASDCTEc's larger efforts to reverse the harmful funding reductions to the Perkins Act basic state grant program caused by sequestration.

On December 11th, 2013 the committee announced they had come to an agreement which established discretionary spending caps for FY 2014 and FY 2015. These caps, or 302(a) allocations, established the overall spending limit for federal discretionary spending for each of these fiscal years. These caps were slightly higher than the ones established by the Budget Control Act of 2011— the legislation that implemented sequestration. As a result, this budget agreement or Bipartisan Budget Act of 2013 (BBA), provided a degree of sequester relief to non-defense discretionary (NDD) programs, among them the Department of Education (ED).

Once the BBA was passed by both the House and the Senate, the Congressional appropriations committees in each Chamber set to work to craft the 12 appropriations bills needed to fund the federal government for FY 2014. In conjunction with the Association of Career Technical Education (ACTE), NASDCTEc requested and publicly urged Congressional appropriators to allocate a portion of the FY 2014 302(a) increase to the Perkins Act basic state grant program to at least pre-sequester levels. Due to time constraints and political feasibility, the individual appropriation bills— among them the Labor-HHS-ED bill where ED derives its funding— were consolidated into one larger omnibus spending package which provided appropriations for the remainder of FY 2014.

This omnibus appropriations bill, or the Consolidated Appropriations Act of 2014, was passed by Congress on January 16th, 2014 and President Obama signed it into law the following day. This legislation provided an additional \$53 million in appropriations for the Carl D. Perkins Career

and Technical Education Act's basic state grant program for FY 2014. Moreover, it renamed the Department of Education's Office of Vocational and Adult Education (OVAE) to the Office of Career, Technical, and Adult Education (OCTAE).

Carl D. Perkins Career and Technical Education Act

On November 13th the House Career Technical Education (CTE) Caucus hosted a congressional briefing on the Carl D. Perkins Career and Technical Education Act (Perkins). NASDCTEc Executive Director Kimberly Green participated in this briefing along with Johan Uvin, Deputy Assistant Secretary of Education for OCTAE and Eric Gearhart, Director of Research and Foundation Relations at SkillsUSA. The briefing provided policymakers, their staff, and other relevant stakeholders introductory information on the Perkins Act and CTE more generally. The panel was spurred by the House Education and Workforce Committee's ongoing consideration of the reauthorization of the Perkins Act which began formally in September 2013.

Executive Director Kimberly Green organized her presentation around NASDCTEc's vision paper [Reflect, Transform, Lead: A New Vision for Career Technical Education](#). Green spoke about the history surrounding the Perkins Act, areas in current law that are being considered for improvement, and other insights into the reauthorization process. She also highlighted NASDCTEc's recent national report on individual state CTE standards in relation to the Common Career Technical Core (CCTC). Green linked the report's findings to the larger discussion on how to leverage federal investments from the Perkins Act to continue to promote innovation and improve the quality of CTE programs throughout the country.

Less than a week later, on November 19th the full House Education and Workforce Committee held a hearing on the Perkins Act titled, "Preparing Today's Students for Tomorrow's Jobs: Improving the Carl D. Perkins Career and Technical Education Act." The Committee's Subcommittee on Early Childhood, Elementary, and Secondary Education held a similar hearing with the same title in September 2013 where NASDCTEc Board President John Fischer provided testimony structured around NASDCTEc's 2010 vision statement as well.

The full committee hearing provided members the opportunity to discuss and consider a wide range of proposals to improve and strengthen the Perkins Act. The hearing was well attended and members of Congress voiced their support for the Perkins Act and stressed the importance of bipartisanship as the Committee considers the law's reauthorization.

Dr. Blake Flanders, Vice President of Workforce Development for the Kansas Board of Regents and current NASDCTEc member, was among those asked to testify. Other witnesses included Dr. Bryan Albrecht, President of Gateway Technical College, Dr. Brenda Dann-Messier, Assistant Secretary for Adult and Vocational Education for the Department of Education, and Stanley Litow, Vice President of Corporate Citizenship & Corporate Affairs for IBM.

Dr. Flanders spoke about Kansas' ongoing efforts to support and expand CTE programs in his state and highlighted policies, practices, and legislation that could be brought to scale nationally. Among other recommendations, he called for a centralized clearinghouse for credential data and for an increase in the allowable amount for state's reserve fund from 10 percent to 50 percent.

Dr. Dann-Messier's testimony was concerned with the Obama Administration's 2012 proposal for Perkins reauthorization, "[Investing in America's Future: A Blueprint for Transforming Career and Technical Education](#)." The Assistant Secretary made the case for the four broad themes contained in the blueprint: Increased alignment between CTE programs and the labor market, better accountability measures for programs, more support for innovation, and improved collaboration between secondary and postsecondary learner levels.

Dr. Albrecht focused his remarks on his institution's experiences and stressed the importance of articulation agreements to improve transitions between secondary education and postsecondary education. Mr. Litow's testimony revolved around IBM's Pathways to Technology Program (P-TECH) and highlighted some of the early successes observed in their pilot program in New York City, New York.

A few of the witnesses voiced support for competitive funding. However, many members of the committee reiterated their strong opposition to changing the current formula distribution model and raised many concerns regarding some of the recommendations from the witnesses. At the hearing's conclusion, Chairman Kline (R-MN) emphasized the committee's willingness and enthusiasm for a bipartisan reauthorization process for the Perkins Act and stated that members would continue to work on a bill to renew this legislation.

On the same day as this hearing, the Obama Administration announced the Youth CareerConnect Program, a collaborative initiative between the Department of Labor (DoL) and ED. This competitive grant program is loosely based on proposals contained in the Administration's Career Technical Education (CTE) blueprint referenced above. The program is funded through H1-B visa fees from DoL's discretionary budget and will provide 25 to 40 grants for the 2014-15 school year. Applications were due at the end of January 2014 and it is unclear whether this program will be renewed.

Since then, NASDCTEc has continued to meet with Congressional staff in both Chambers regarding the organization's priorities and recommendations for the reauthorization of the Perkins Act. The Senate Health, Education, Labor, and Pensions (HELP) Committee has recently designated Senator Robert "Bob" Casey (D-PA) and Senator Mike Enzi (R-WY) to lead the Committee's efforts on Perkins in the Chamber. Following the two hearings in the House, activity surrounding the Perkins Act has slowed down and no major events have taken place since the Congressional hearing in November. Nevertheless, NASDCTEc has partnered with ACTE to develop legislative language for a newly reauthorized Perkins Act and a finalized draft is nearing completion. When finished, this language will be used to spur further activity and legislative momentum in both Chambers for the reauthorization process.

Workforce Investment Act

The Workforce Investment Act (WIA), which was last reauthorized in 1998, has been due for a full reauthorization since 2003. Last year the House passed a partisan version of WIA reauthorization known as the SKILLS Act (H.R. 803). The SKILLS Act has been sent to the Senate where it has not been taken up for consideration since. Instead, the Senate Health,

Education, Labor and Pensions (HELP) committee drafted its own WIA reauthorization bill called the Workforce Investment Act of 2013 (S. 1356), which garnered bipartisan committee support and was approved for consideration by the full Senate.

NASDCTEc has been advocating for two amendments to S. 1356— one would require an education or CTE representative on Workforce Investment Boards (WIBs) and the other would change a proposed infrastructure funding mechanism. Under S. 1356, the bill requires One Stop center partners, including postsecondary CTE programs funded by Perkins, to give up 1.5 percent of their funds to WIA infrastructure. This mechanism would result in a \$17 million overall loss of Perkins funding. NASDCTEc has been advocating a change to this mechanism through an expected amendment process when the bill is taken up by the entire body of the Senate.

In late November of 2013, Senate Majority Leader Harry Reid (D-NV) filed a motion to proceed on S. 1356 which formally put the legislation into the Senate's queue for Senate-wide consideration. No official date has been set for this larger consideration where amendments from both parties, including ones referenced above, are expected. Nevertheless, Senate staff have voiced strong optimism that the bill will pass the Chamber this year. Passage of S. 1356 is just one step in the WIA reauthorization process however. The bill would still need to be conferenced with the House's SKILLS Act and it is not clear that there is enough commonality between the two bills to reconcile the legislative differences contained in each.

Elementary and Secondary Education Act

Progress towards reauthorization of the Elementary and Secondary Education Act (ESEA) has stalled in Congress since mid-2013. In May, the Democrat majority on the Senate HELP Committee completed a partisan ESEA reauthorization bill called Strengthening America's Schools Act (S. 1094). Chairman Harkin's (D-IA) bill passed committee by a 12-10 vote in June 2013 and it has not been taken up by the wider Senate since that time.

The most relevant aspects of the bill for NASDCTEc and the wider CTE community are the bill's provision requiring states to align their college- and career-ready academic content standards with relevant state career and technical education standards and state performance measures identified in the Perkins Act. However, S. 1094 still heavily emphasizes college preparedness over career readiness and NASDCTEc is prepared to address this issue with member of the Senate if S. 1094 were to progress. However, no procedural activity surrounding this bill has taken place since it left Committee and none is expected in this Congress.

The House Education and Workforce Committee also passed its own version of ESEA known as the Student Success Act (H.R. 5) This reauthorization bill passed the entire House on June 19th, 2013 largely along party lines. The bill itself would remove the Adequate Yearly Progress and the 100 percent proficiency requirements under current law and also eliminate the Obama Administration's Race to the Top program.

Additionally, the bill would make permanent sequester cuts to title I of ESEA. However, the bill does allow for CTE teachers to be included on state Title I implementation committees, allowing

for professional development across subjects, and also eliminates the Highly Qualified Teachers (HQT) provision under current ESEA legislation. Since H.R. 5's passage, the bill has been sent over to the Senate for consideration, but no major actions have taken place on it there. Similar to WIA, the differences between the House and Senate ESEA reauthorization bills are not likely to be reconciled in this Congress.

Higher Education Act

The Higher Education Act (HEA) expired at the end of 2013. In anticipation of this, Congress began its initial reauthorization process in May 2013 to collect input and recommendations from stakeholder groups including NASDCTEc. In July 2013, NASDCTEc sent a letter to House Education & Workforce Chairman Kline and Ranking Member Miller outlining NASDCTEc's priorities and recommendations for the reauthorization of HEA.

Since that time, Congress has held a series of HEA-related hearings in both Chambers on a wide range of topics. The major subjects of these hearings have been on affordability, access to quality programs, student financial aid, and innovative approaches to improving the delivery of postsecondary education. NASDCTEc has been monitoring these hearings for topics of interest to the CTE community. Specific issues such as competency based education (CBE), student financial aid eligibility, and increased higher education data system alignment have been addressed to varying degrees at these hearings.

Additional Congressional hearings are expected to continue throughout the year, but neither Chamber has proposed a timeframe for HEA reauthorization. In addition to this Congressional activity on HEA, President Obama has also made college affordability a major educational priority of his administration. In August 2013, Congress and the President passed a legislative amendment to HEA that temporarily reduced federal loan interest rates from 6.8 percent to 3.86 percent for undergraduate students and 5.4 percent for graduate students. Parents will borrow at a rate of 6.4 percent. These rates are now linked with financial markets, which will result in lower rates for the upcoming academic year.

However, financial markets are expected to recover over the next few years which will likely increase these rates yet again. Ninety-five percent of HEA funding goes towards this type of student assistance under title IV and Congress will likely need to act to prevent another increase in student loan interest rates.

Gainful Employment Negotiated Rulemaking Committee

Another development relating to HEA began in June 2013 when the Department of Education called for a negotiated rulemaking committee to debate new "gainful employment" regulations. The rulemaking committee attempted to negotiate stricter standards for career-focused higher education programs.

In 2012, a federal court struck down similar rules which would have restricted the flow of financial aid to underperforming programs. However, the ruling preserved ED's authority to make such rules, but made clear that any new regulations must have clearer justification. The

committee was composed of 15 members from for-profit institutions and critics of the industry along with a federal negotiator, John Kolotos, from the Education Department.

The committee's purpose was to reach a unanimous consensus on rules that measure employment outcomes of vocational programs at for-profits and community colleges, to ensure they are helping their students to find "gainful employment." If negotiators failed to reach a consensus on these rules, ED retained the ability to unilaterally propose their own set of regulations. The first round of negotiations began in September 2013. This round's negotiations were in response to a proposed set of rules which were based on two measures of debt-to-earnings ratios for graduates.

A second round of negotiations was originally planned for October, but the federal government shutdown forced ED to reschedule to November. During this second round of negotiations the rulemaking committee responded to a much stricter set of draft regulatory language which introduced two additional accountability metrics— a program cohort default rate (pCDR) and a loan portfolio repayment rate.

The third and final round of these negotiations took place this past December where ED released further estimates for how many programs and institutions would likely be affected by the proposed regulations. Ultimately the panel of department-appointed negotiators was unable to reach consensus. This lack of consensus now allows ED to submit a final set of draft regulations which will be open to public comment. These new rules are expected sometime this year and NASDCTEc will monitor and respond to the comment period where appropriate.

The ACTE Board met over the weekend of March 1-2, 2014 prior to the ACTE National Policy Seminar. Much of the Board discussion revolved around the NPS that was beginning the next day on March 3, 2014. During the Sunday March 2 portion of the board meeting the following items were addressed and discussed:

- Discussions related to the Emerging Divisions and representation on the ACTE Board. Most of the discussion revolved around the current structure and concerns expressed by members of the Emerging Divisions.
- LeAnn Wilson Executive Director of ACTE provided a report on the NASDCTEc and ACTE joint meeting in January 2014. She discussed the positive discussion that took place in the meeting and expressed a strong interest in the two organizations continuing to work together on projects. I also commented that the meeting provided a great opportunity for the two groups to finally meet and determine our common ground.
- Since the meeting was preceding the National Policy Seminar, much of the discussion on federal legislation/policy was delayed until the actual NPS conference.
- This was also the last board meeting for several of the board members and those members were provided the opportunity to provide some final comments to the board.

Report Submitted: March 7, 2024
Rod Duckworth

JANUARY 2014 REPORT

TO THE HOSA, Inc. BOARD OF DIRECTORS

HOSA, INC. BOARD OF DIRECTORS, EXECUTIVE AND
COMPETITIVE EVENTS COMMITTEE MEETINGS
JANUARY 9-11, 2014 • SOUTHLAKE, TEXAS



The HOSA, Inc. Board members and the Competitive Events Committee members had the opportunity to tour the George W. Bush Presidential Center in Dallas prior to the two-day meetings that the management staff and contractors assembled for the series of meetings prepared for January 10-11. George Sifakis made arrangements for a special tour price and for HOSA Board members to meet Alan Rowe, Director of the George W. Bush Presidential Library.

In preparation for the various meetings, headquarters staff and contractors met with appropriate committees to finalize reports, developed agendas and support materials for the Executive Committee, Competitive Events Committee as well as Board meetings and organized and printed the 2014 Board Member Resource Book with appropriate support materials. Other

details finalized were hotel arrangements which included sleeping rooms, catering, restaurants, buses, per diem for national officers as well as the follow-up, billing and appropriate invoicing. Board and Committee members enjoyed being the first group to tour the new HOSA Headquarters.

STATE ASSOCIATION DEVELOPMENT

HOSA has actively been working with several state associations to either develop or grow membership.

- **Alaska HOSA.** Due to the change of state advisor, Alaska HOSA has been a focus with the result being the creation of a plan to move forward and to deliver a successful State Leadership Conference in 2014.
- **Maryland HOSA.** Exciting news – great strides with numerous emails and telephone calls with the following result: membership is now reported with three chapters and the fourth chapter expected from Prince George's Community College Academy of Health Science (with 300 members) making a total of approximately 400 members. National HOSA will conduct online testing at the end of March or April for Maryland HOSA to make them NLC competition eligible.
- **Missouri HOSA.** Janice Rehak, Coordinator, Missouri Office of College and Career Readiness, announced that Leslie Qunit will leave the position as State Advisor of Missouri HOSA as of March 31. Meghan Aydelott (meghanaydelott@wentzville.k12.mo.us) will serve as Chair of the Interim Executive Committee.
- **Ohio HOSA.** Reviewing processes, procedures and alternatives as they continue to grow.

MEMBERSHIP

HOSA officially exceeded last year's membership total (without alumni of 139,260) with **140,418** which represents a **10.6%** membership as of January 24, 2014. A report of chapters yet to affiliate by state was sent to each state advisor. HOSA continues to be on pace to achieve **165,000** members including alumni before the conclusion of the 2013-2014 membership year.

Congratulations, HOSA!

International HOSA continues to show promise.

Competitions have been discussed and a conference program has been created for Italy HOSA. We hope they are able to attend the 2014 NLC in Orlando, Florida!

ALUMNI

Alumni growth continues to be one of HOSA's major areas of focus – Tony Small, FFA Alumni Coordinator, has been contacted to discuss successes and best practices of the FFA Alumni Division. Two January focus areas are: (1) email for state advisors to help find State Alumni Coordinators and their contact information and (2) finalize information for a February conference call.

During the month of January, HOSA-Future Health Professionals had 32 new alumni join. We need your help locating more alumni members. Remember: There are 2.2 million members who are eligible to register as HOSA Alumni members at no cost.

TECHNOLOGY

- Conducted 2nd Webinar for State Advisors titled: Creating and Managing a Conference Using the HOSA Conference Management System
 - 27 State Advisors attended; available on YouTube for Future Viewing; Feedback will be made available upon receipt
- Finalized HOSA Scantron Rating Forms for regional and state conference usage.
- HOSA Online Testing System successfully completed for: Florida, Georgia and West Virginia

PARTNERSHIPS

- **United State Public Health Service:** Worked with Booz Allen Hamilton to secure partnership extension for 2016-2020 in the amount of \$50,000. The check to be received prior to January 31, 2014.
- **U.S. Army:** Finalized the 2014 deal points for the NLC and secured the \$21,500 partnership agreement.
- **Zinch:** Visited with Rob Wellington regarding a potential partnership with Zinch, a scholarship and college search company.
- **Lockheed Martin:** Applied for a \$20,000 grant – started with the online application.
- **The Verizon Foundation:** Applied for a \$30,000 grant. Jim visited with David Russell, Vice President of External Affairs, and Bobby is working with Stuart Conklin, Verizon Healthcare Grant Agent, with Verizon Foundation regarding possibilities and opportunities re: Sponsorship of Medical Innovation Event; Healthy Lifestyles Event; or VGo Robot
- **The United Health Foundation:** Contacted Pamela Ross, Manager of Community Affairs, UHF, and discussed partnership opportunities with a meeting set for the middle of February to discuss how HOSA aligns with their outreach goals.
- **CVS:** Met with Anne Regier, Texas Board Representative, to discuss the possible CVS pilot program and the interest in HOSA chapters. Anne reported that *most everyone was excited at the prospect and agreed to work with National HOSA and CVS*. HOSA next steps is getting the CTE Directors mailing lists from Texas and Arizona and planning the follow-up meeting to take place in Texas or Arizona to develop the guideline for the internship guidelines for the pilot project.
- **ACTE:** Prepared article for ACTE's CTSO volunteerism spotlight newsletter.
- **National Children's Oral Health Foundation: America's ToothFairy®:** Promoted Smile Drive through e-blasts, social media, and website; in conversation to expand and strengthen partnership through NLC involvement, scholarship donation, etc.
- **First-Fundraising/RightResponse:** Secured a \$2,000 NLC/HOSA scholarship sponsorship.
- **National EMT Foundation:** Finalized the 2014 NAEMT agreement and in discussion trying to expand the partnership to include providing judges for more HOSA Emergency Preparedness Competitive Events and an interactive workshop for the HOSA Interactive Learning Center.
- **CCi/Everest:** Worked with Jill Cochran to finalize the announcement, process, procedure and application for the Outstanding Service Award for Local HOSA Chapter Advisors from the three HOSA regions which is \$2,000 for each advisor totaling \$6,000.



- **National Academy Foundation:** Scheduled a meeting with Christel Kaufman, NAF Director of Growth and Development, Tuesday, January 28, 2014, to discuss their national conference, our agreement and their involvement at HOSA's NLC.
- **USA TODAY Charitable Foundation:** Promoted Lead2Feed leadership project through e-blasts, social media, and encouragement to local and state advisors and HOSA Board; negotiated deadline extension for the \$6,000 agreement.
- **American Dental Education Association:** Secured \$2,000 donation to support HOSA's promotion of their virtual dental career fair in late April, HOSA scholarship sponsorship, and NLC involvement.
- **CareerSafe Online:** Secured a signed partnership agreement for online OSHA training and HOSA voucher codes at \$1.00 per tester. Call scheduled in early Feb to discuss marketing and NLC involvement.
- **TRAIN:** Corresponded with TRAIN leadership regarding plans to launch the HOSA Local Chapter Advisor Resource Guide on their learning management system in August 2014.
- **AHEC:** Coordinated plans for presentation(s) at the National AHEC Conference, July 2014, Charlotte, NC.
- **Washington Health Information Industry-Education Council:** Exchanged information with Irene Hinkle, Program Manager, to identify areas HOSA can identify to promote health careers in the HIT.
- **National Consortium for Health Science Education:** Created HOSA's report for NCHSE Board Meeting and provided representation at the board meeting in Santa Barbara, CA. January 29-30, 2014.
- **State Health Science Leaders Luncheon:** Provided meal for luncheon on Tuesday, January 28 and will have HOSA representative at the luncheon.
- **JOAG/HOSA Workgroup:** Worked with Alexis Beyer to review the JOAG HOSA subcommittee member goals to determine if applicable and locations to determine the feasibility of JOAG chapters.
- **USA Funds:** Met with Bill Hansen, President and Chief Executive Officer, regarding possible funding opportunities available. Background information and possible HOSA initiatives for the funding were developed and submitted. After submission, Carol D'Amico reviewed and asked for additional materials that were resubmitted.
- **PhRMA:** Met with PhRMA to develop an on-going relationship; wanted to highlight HOSA on their website regarding the following STEM question: "Science, technology, engineering and math (STEM) education, skills and training are critical to U.S. economic growth and competitiveness. How do we work together to close the current STEM skills gap and best position the U.S. to retain its leadership in innovation?" Within 72-hours, we coordinated one past national officer and three national officer responses and those STEM questions and answers are posted on PhRMA's website at <http://www.phrma.org/phrmapedia/conversations/STEM-education-skills-and-training>.
- **American Association of Poison Control Centers:** Krista Osterhaler was approached to determine partnership synergies and the possible collaboration between AAPCC and HOSA.
- **NCC-CTSO Meeting:** Attended the NCC-CTSO meeting and collaborated with executive directors on future opportunities for career and technical student organizations.
- **NASSP:** Finalized conference arrangements including booth, AV, hotel, promotional materials, etc. for exhibition and meeting, February 6-8 in Dallas, Texas.
- **MRC/PHS/HOSA Coordination Call:** Purpose was to improve PHS-HOSA connections at local, state and national level – ensure good communication between agencies.
- **Internships in the Office of the Surgeon General:** Working on the final application to post online – awaiting LT Katie Hager's approval.
- **Compiled master list of corporations and foundations to contact for sponsorship/partnership** to be reviewed and assigned to staff.

IDEAS MEETINGS

We are in the process of finalizing the 2014 schedule and possibility of dates to conduct Ideas Meetings in Washington, DC and selected cities that benefit HOSA State Associations. Dates under consideration for the *Corporate Engagement Focus* include March 11 and May 13. Exploration has begun with the University of Central Florida and the Healthcare Bio Center in close contact with Florida HOSA for the HOSA Ideas Meeting to be held in conjunction with the 2014 National Leadership Conference in Orlando, FL. Consideration is being given as to which venue is best to generate the largest attendance of both corporate and HOSA attendees—at the headquarters hotel or off property.



HOSA WEBSITE

The HOSA website is updated almost on a daily basis – the following major feature highlights were posted in January:

- Updated HOSA, Inc. Board Member information.
- Added banner for Talent Search; Executive Committee; NAEMT Foundation Scholarship and 2013 HOSA Scholarships.
- Built page for NobleHour support.
- Updated Competitive Events pages.
- Posted status updates to Facebook and Twitter.

STATE ADVISORS MANAGEMENT CONFERENCE AND WASHINGTON LEADERSHIP ACADEMY 2014

The dates and hotel are not yet finalized since we are working on the final agreement with the hotel in Crystal City for both SAM and WLA. The DoubleTree Crystal City and the Gateway Crystal Marriott are the two hotels engaged in the negotiations – the final contracts will be available in February to review and the best rate and services will influence the decision.

LEADERSHIP ACTIVITIES

The January TeamHOSA Edition was finalized and posted online. All local chapter advisors as well as members received an e-blast announcing availability. Included in this month's edition were the following:

- Conference checklist
- Conference mixer

Four officer team building activities were developed for state use upon request from state advisors. There was continued work on the curriculum for local members' leadership tools.

TeamHOSA



NATIONAL LEADERSHIP CONFERENCE

Plans are underway for the 2014 HOSA's National Leadership Conference at Disney's Coronado Springs Resort® in Orlando, Florida, June 25-28. If you have any suggestions for any of the following NLC tasks that are in progress, please let us know:

- Edited content for the 2014 NLC Guide which will be available online the first of February. A postcard is being created and will be mailed to all chapters advising them to download the NLC Guide and to start preparing for HOSA's largest NLC ever!
- Communicated with the NLC App developer, CrowdCompass to update materials for NLC 2014.
- Communicated with Coronado Springs regarding MyDisney+ and if it were going to be available for delegates.
- Updated www.nlc.hosa.org with information for the 2014 NLC.
- Worked to update ASCAP licensing for the HOSA NLC (*including calls regarding the Public Service Announcement competition*).
- Finalized the NLC Agenda for the NLC Guide.
- Updated the following 2014 NLC documents: Judge Contract (sent to judge recruiter); exhibitor forms; educational symposium forms; Judge Invitation and Registration
- Reviewed list of potential sponsors and invitations being sent.
- Worked with several speaker bureaus for recommendations for the featured NLC speaker!

COMPETITIVE EVENTS COMMITTEE

Details are always the bottom-line for the Competitive Events Committee's Program of Work – and with the number of events that HOSA has oversight, there are numerous details. Below is a sampling of the tasks that were completed in January:

- Contacted PLTW Biomedical Sciences leadership for input in the Medical Innovation pilot competitive event.
- Worked to finalize Medical Reading books for 2014-2015, organized evaluations, provided feedback and recommended books additional books.
- Spent considerable hours responding to state concerns, emails, navigating the NobleHour site, planning a course of action for state and national conference, problem-solving and finalizing a plan of action for to ensure reports for state leaders.
- A NobleHour Status Report for the Board of Directors, a system demonstration for the CE team members, the NobleHour Alert document as well as materials for the new NobleHour page on the HOSA website were also created.
- Updated the CE Management Guide.
- Redesigned and updated the Event Personnel Chart.
- Prepared NLC agenda with room sets, room chart, number for judge meals, etc. for CE meeting and Board book as well as continued working with hotel on development of *special event scenarios*.
- Worked with CE leadership to prepare for January meeting including the development of a "Processes and Problem-Solving" presentation for the meeting.
- Finalized event scenarios and specs for CE Chairs and Lieutenants for review and feedback prior to January meeting for: DS, HHA, MA, NA, PC, CN, PT, SM, VS, BT, CERT Skills, CPR, EMT and LSS.
- Completed an inventory of skill event equipment for NLC.
- Finalized minutes from CE Leadership Team meeting as well as compiled suggestions, notes and feedback for leadership team and staff.
- Worked with numerous states on special state CE requests as needed.
- Created "*Gotta-Have-It-Chart*", a checklist of items the competitors must bring to each event, and posted in on HOSA's website.
- Worked with Jen Girvin on collecting feedback from Colorado ASCLS regarding Biotechnology event.
- Reviewed and updated guidelines as needed.
- Created CE Update and Director's Chair for NLC Guide.
- Worked on draft of cell phone policy statement for review.
- Revised National test template for 2014 NLC tests and started the process of editing NLC tests.



HOSA 100 ADVISORY COUNCIL

The initial outreach and engagement has been extended to ten corporations to seek membership in the HOSA 100 Advisory Council. Cybis is finalizing the brochure that was reviewed by the Board. Those being contacted in January for membership include:

1. University of Phoenix – We are confirming with Dr. Tim Welch regarding the HOSA 100 Advisory Council as well as increased engagement with HOSA for sponsorship at the same level as 2013.
2. IBM - Healthcare Information Division
3. Cigna
4. WellPoint
5. Johns Hopkins University and Medical Center
6. Eli Lilly
7. Bayer
8. GSK
9. Amgen
10. Vanda Pharma

ADDITIONAL ACTIVITIES

- **Health Leadership Roundtable:** Worked with Marko Mijic, Rahma Mkuu, Nzuekoh Nchinda, Nicole Scott and CAPT Reed to finalize the Health Futures Roundtable Report for the HOSA, Inc. Board meeting. Reviewed potential opportunities, overview and conclusions to present discussion topics for next steps.
- **eMagazine:** Finalized the eMagazine and posted online.
- **Awards Unlimited:** The Executive Council communicated what they wanted regarding the use of the Greek letters on merchandise in the online catalog and future identity for the Postsecondary/Collegiate Division.
- **U.S. Department of Homeland Security's Federal Emergency Management Agency (FEMA) is seeking applicants for its Youth Preparedness Council:** The application for applicants to apply for the Youth Preparedness Council was sent to State Advisors as well as sent through social media.
- **Accounting:** Met with Tom Karsten to review processes and procedures for improvement of communications between Karsten Advisors and HOSA offices.
Office accounting practices done monthly:
 - Paid bills (January).
 - Sent State Associations Batch Reports (Batches 15-20).
 - Sent past due invoices to chapters.
 - Sent December accounting to Karsten.
 - Prepared and mailed HOSA 2013 1099's to vendors.
 - Matched up checks received to open invoices, applied to online system and made appropriate deposits.
 - Ran accounting reports.
 - Worked with advisors in reconciling their invoices, etc.
 - Sent out invoices for scholarships, partnerships, etc.



As you know, there are hundreds of emails and telephone calls that are answered weekly but this gives a snapshot of the work that is being conducted on HOSA-Future Health Professionals behalf. We look forward to sharing our monthly reports to keep Board Members and Executive Council Members apprised of the execution of the Plan of Work so you will be well informed of the ongoing tasks and initiatives of the organization. If there are areas where you would like to be helpful, please let Jim or Karen know.

If you have any questions about any of the above activities, please contact Jim or Karen.

SkillsUSA Liaison Report

3/1/14

Expanding Middle School Opportunities

Interest in SkillsUSA is growing rapidly in the middle school community and activities at the middle school level have been proven to be very successful. A Guide to SkillsUSA in Middle Schools has been developed to assist middle school teachers and students.

During their fall meeting the Skills USA Board approved the three year plan presented by staff for a rollout of SkillsUSA to Middle Schools across the US.

[Guide to SkillsUSA In Middle Schools](#)

New CTSO Website

As we celebrate the final week of CTE Month across the nation, we are pleased to announce the rollout of an exciting new website. This site was created in cooperation with all the national Career and Technical Student Organizations (CTSOs) through the National Coordinating Council for Career and Technical Student Organizations (NCCCTSO) and our affiliate organizations: The Association for Career and Technical Education (ACTE), National Association of State Directors of Career and Technical Education Consortium (NASDCTEc) and the National Association of Secondary School Principals (NASSP).

The website links to all CTSOs and affiliate organizations, provides the latest CTE news feed, links to our social networks and provides several data points that support the case for CTSOs as a key component of high quality Career and Technical Education. One of the most dynamic features of the website appears under the "Advocate" header. This link provides CTSO profiles for every state and shows the number of CTSO members in each legislative district for every state. This is a great tool for state legislative visits and for making the case for CTE at the local, state and federal levels.

We hope you will find this site useful not only an advocacy tool, but also as a marketing and branding tool. The process to develop this website was done with an incredible cooperative spirit amongst all the CTSOs and affiliate organizations. It offers another way to celebrate the goodness of CTE! Visit the site at <http://www.ctsos.org>

U.S. Department of Education Discussions

Daria Ferdine, national high school treasurer from New Jersey, participated in a CTSO Student Voices discussion with the U.S. Secretary of Education Arne Duncan and Assistant Secretary for Office of Career, Technical and Adult Education (formerly the Office of Vocational and Adult Education) and Brenda Dann-Messier on Tuesday afternoon, February 18th. And, she was also one of four students who made a presentation during a U.S. Department of Education internal briefing entitled "Reflect, Transform, Lead: Preparing students for College, Career and Citizenship." The purpose of the briefing was to inform ED employees about the work of CTSO organizations and how it connects to ED's various key priorities. Daria's presentation was about STEM and how SkillsUSA is helping to prepare her for college, careers and citizenship. She used examples from her

cinematography class that demonstrate the science and technology used in filmmaking as well as how her class works in cooperation with the school's pre-engineering class to design tools and equipment to help with production. Daria did a wonderful job. Here is a link to Daria's photo taken with Secretary Duncan - <http://tinyurl.com/ks9nqz>.

U.S. News and World Report

A great Op-Ed article was picked up by *U.S. News and World Report*, written by our great friend and former board member from Caterpillar, Mary Bell. Mary also was just named as one of the top women in manufacturing, receiving a STEP award (Science, Technology, Engineering and Production) from NAM/The Manufacturing Institute. The article entitled, "To Close the Skills Gap in Manufacturing, Close the Gender Gap," can be seen here <http://www.usnews.com/news/stem-solutions/articles/2014/02/06/op-ed-to-close-the-skills-gap-in-manufacturing-close-the-gender-gap>

Educated and Skilled to Lead America Video Competition Winner Announcement

This past fall, chapters from around the country submitted their entries for the Educated and Skilled to Lead America Video Competition (based on this year's SkillsUSA theme). Chapters were challenged to create a video that showcased how they are becoming educated (what does their classroom or lab look like/what are they learning?) and skilled (what are their skills and how do they apply them). More than 25 entries were received and congratulations go to the winners -- Sydney Martin and Krystal Smoger of St. Clair TEC in Marysville, Mich. where Ms. Keely Baribeau serves as the advisor. (See <http://www.youtube.com/watch?v=8nsWDrjXRxA>). The honorable mention was submitted by Alexia Tignor of Franklin Technology Center in Joplin, Mo. where Ms. Deonna Anderson serves as the advisor. (See <http://youtu.be/MXaLRk8TqDw>)

WorldSkills Americas Competition

SkillsUSA is sending two students to compete in the WorldSkills Americas Competition in Bogota Columbia, April 1-6, 2014. The students are Jacob Wozniak, Cabinetmaking, from Springville, N.Y. and Michael Mullen, Auto Service Technology, from San Luis Obispo, Calif. The WorldSkills Americas competition serves as a good benchmark for the next WorldSkills Competition to be held in Sao Paulo, Brazil in August, 2015.

2014 Regional Advisors of the Year

The regional Advisors of the Year have been chosen. Congratulations go to Ellen Coughlin, DCMO BOCES -- Chenango Area Campus, New York, Region I; James Dinsmoor, Rockdale Career Academy, Georgia, Region II; Tobin Prinsen, Apollo Career Center, Ohio, Region III; Mark Sponaugle, Carthage Technical Center, Missouri, Region IV; and, James Adamson, Central Kitsap High School, Washington, Region V. These great advisors will all come to NLSC in Kansas City and compete for the title of National Advisor of the Year.

I. Webinars

We are pleased to continue our relationship with Cisco, our WebEx host for monthly webinars. Many of our webinars highlight Issue Briefs and other publications as a means to dive into a deeper conversation about the topic. Some webinars are open to the public; others are members-only, depending on the subject matter. The webinars associated with publications usually broadcast the same week of publication release. From October 2013 – March 2013 statistics showed 190 views of the webinar recordings.

Webinar participation from October 2013 – present:

- November 19, 2013: The State of Career Technical Education: An Analysis of State CTE Standards (attendee count: 81) Post-event [summary](#)
- December 13, 2013: Leading Change – Transforming Expectations – Making the Difference Board Webinar (attendee count: 25) no Post-event summary done
- December 17, 2013: CTE is Your STEM Strategy (attendee count: 96) Post-event [summary](#)
- January 9, 2013: Invite-only webinar - A Deeper Dive into the CCTC Alignment Study Database (attendee count: 30) Post-event [summary](#)
- March 7, 2013: Supporting 21st Century Educators: How States Are Promoting Career and Technical Educator Effectiveness. This webinar is cosponsored by the Great Teachers and Leaders (GTL) Center, the National Association of State Directors of Career Technical Education Consortium, the Central Comprehensive Center, the Mid-Atlantic Comprehensive Center, and the South Central Comprehensive. Kate was a participant on this webinar

Tentative topics through June 2014:

- March 2014: Employability Skills with OCTAE
- April 2014: Career Readiness Indicators Report (in partnership with Achieve)
- May 2014: Mid-year Appropriations & Legislative Update
- Late June 2014 or early July 2014: Common Career Technical Core Industry Alignment Report

Pre-Recorded Webinar Schedule through June 30, 2014

We use the Adobe platform for pre-recorded webinars. From October 2013 – March 2013, statistics showed 426 views of the pre-recorded webinar recordings.

Among the topics completed/underway through June 2014 include:

- March 2014: Federal Funding – Appropriations, Budget (Produced by Steve Voytek)

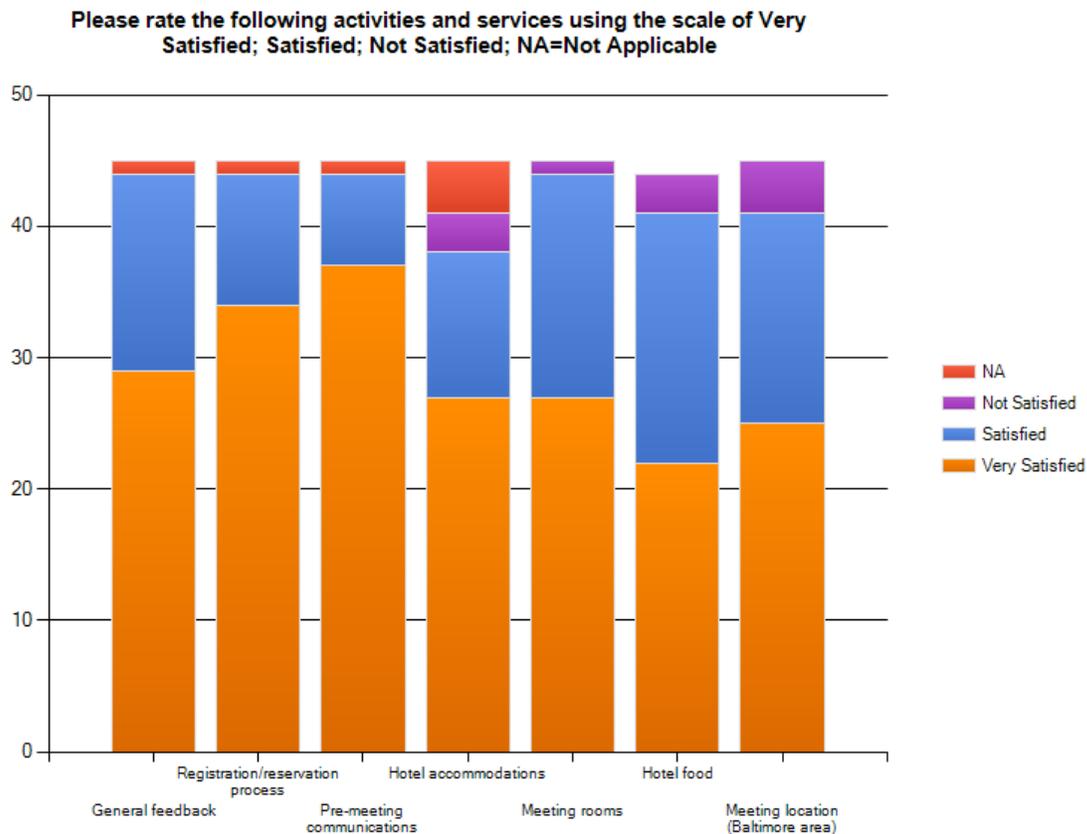
- Perkins 101: Scheduled for March 2014
- Member Services Benefits: Scheduled for March 2014
- Career Readiness Definition/CRPS: Scheduled for April 2014
- Common Career Technical Core: Scheduled for May 2014

II. 2013 Fall Meeting General Evaluation Summary

The location, in the Baltimore/DC area, was well received. In general, the feedback received was ‘satisfied’ to ‘very satisfied’ with the meeting.

The attendees were asked to complete an online evaluation of the Fall Meeting. We had 46 respondents provide information via Survey Monkey. There were 44 that completed the survey.

Item: Please rate the following activities and services using the scale as listed below



The respondents were asked to rate their satisfaction with the registration/reservation process; pre-meeting communications, hotel accommodations, meeting rooms, hotel food, general feedback, and the meeting location (Baltimore area). The Pre-meeting communications and registration/reservation process were rated the highest in the ‘very satisfied’ category; the hotel food was mostly satisfactory, but did get a few ‘not satisfied’ responses. The respondents were not impressed with the hotel restaurant choices, and wanted more options to eat in the evenings. The general feedback responses told us that attendees were satisfied with the meeting overall; no one responded with a ‘not satisfied’ in this category. The location of Baltimore seems to be an

issue with some of those flying in from the West; a respondent said there was ‘no easy way’ to access Baltimore from the West. Every year we have the meeting in the Baltimore area, we receive a few comments about the inconvenience of the location for evening dining choices and entertainment. If we were to get closer to the Baltimore area as our meeting site, the room rate would increase, and attrition from sessions could arise from competing choices for Baltimore-area tourist venues.

The Spring Meeting typically has higher attendance than the Fall Meeting, and with a policy focus, State Directors make a major effort to attend. Some State Directors struggle with travel funding approval issues and may not be able to attend the Fall Meeting, even though they wish to.

Conclusion

The attendance for the 2013 Fall Meeting was the highest of Fall Meetings in several years. This was a result of a very strong program, with an agenda posted early, allowing State Directors to plan accordingly. The session content was relevant and provided much vital information that attendees could take back to their home states.

Recommended actions based on the feedback of this survey:

- If State Directors could bring additional state team members to the meetings, they would do so if finances were not such an issue for them. We will need to do our best to keep meeting costs manageable and take this into consideration when choosing locations.
- Attendees like to be first to see new initiatives or ‘roll outs’ such as the release of the Analysis Report.
- People want a location with restaurant options for evening meals if we do not have a dinner planned.
- Food is a big deal for attendees. They want hearty breakfasts, and like the breaks.
- The location of the meeting was favorable, with most attendees reporting ease in travel to/from the Baltimore area. Regional meetings were considered more expensive for some.
- A good balance of presentation/discussion needs to be in place; however we need to continue to ensure that attendees are given time and encouragement to ask questions after discussions.
- We also need to make sure ample time is given to networking and small group interaction, and keep the time allowance between sessions for short breaks.
- Some respondents wanted a longer fall meeting that would be more of a working/planning session, with fewer topics, which would provide opportunity for deeper dialogue with presenters and peers. One person said “I’m always a fan of depth over breadth - in most cases, I find it more useful to go deep on the most important topics and not spend time scratching the surface on topics with lesser importance.”

Member Services Update

Report submitted by Ramona Schescke, Member Services Manager

State CTE Director Updates (from most recent)

- **Louisiana:** Patricia Felder has assumed the State [CTE](#) Director role since March 1, 2014.
- **Iowa:** Dr. Pradeep Kotamraju has accepted the State CTE Director position effective January 2014.
- **Delaware:** as of December 20, 2013, Theresa Kough retired; Karen Hutchison is serving as the Interim Career and Technical Director.
- **Idaho:** Todd Schwarz left the position December 31, 2013. Vera McCrink has assumed the interim role.
- **Massachusetts:** This position is still vacant since late Fall 2013, although NASDCTEc has been given an agency point of contact.

Member Services Survey Update

As part of our commitment to continuous improvement in serving our members, we are preparing a Member Services Survey, targeted to be released in July 2014. We will ask for member input on:

- An assessment of the value of resources you are receiving from NASDCTEc;
- Help NASDCTEc to coordinate our services and resources to align with your priority needs; and
- Your suggestions on key focus areas and services NASDCTEc currently does not provide but should.

This is the second Member Services Survey that has been done; the first one was done in 2012 and yielded a wealth of information to help guide our staff in increasing member satisfaction.

Annual Report Update

Plans are in the works for NASDCTEc staff to share an annual report at the 2014 Fall Meeting. As a strategy in our strategic plan, item 3.4.3 states that we will “Develop an annual report to the members identifying accomplishments and progress toward accomplishment of goals.”

Elements of this report will include:

- Progress on the Vision for CTE
- Update on accomplishments achieved during the 2013-2014 fiscal year
- A financial status update
- Outcomes from the Member Services Survey

Background: For the last few years, NASDCTEc has maintained a spreadsheet with all of our active, previous and potential partners. Staff meet quarterly to share partnership updates and to identify next steps. However, the list of partners had gotten unwieldy, with over 150 organizations listed, and our own capacity spread thin responding to an increasing number of requests to attend meetings or partner in more substantial ways.

As a result, we created a set of criteria (see below) to help assess partnership requests, as well as current partners, based on the strength of each partner and the value we see in pursuing such a partnership. Staff met and were able to narrow partner organizations to just over 50 (see below), all of whom we consider to have a high value in helping to advance NASDCTEc's priorities and/or visibility. We can now use this list to hone in on those partners who we believe has a high value to our work but where the partnership is not as strong as we would like. In addition, staff will be looking at the strategic plan and adding the names of any organizations that need to be added, where new partnerships should be explored.

In addition, NASDCTEc has some new and exciting partnerships in development, described below:

- **Council of Chief State School Officers:** NASDCTEc's President John Fischer presented to the Chiefs in November, sharing the results of the CCTC national report and alignment study. Spurred by this presentation and an informal meeting in December, NASDCTEc has been working to solidify a more tangible working relationship with CCSO. This month, NASDCTEc and several State Directors were invited to serve on a new CCSO taskforce focused on Career Readiness.
- **National Governors Association:** NASDCTEc met with NGA staff leading the Chair's Initiative *America Works*. Serving as CTE content experts, our staff has provided information, research and examples that has been used in briefing materials, speeches, events and articles. Additionally, NASDCTEc will provide input into the Governors Guide resulting from the *America Works* initiative that will be shared at the end of Governor Fallin's term as NGA Chair. Also, we expect that the next NGA policy academy will focus on issues relevant to the *America Works* initiative and that NASDCTEc will play some role in this academy.
- **CCSS-related Partnerships:** Staff has been working with Achieve to develop some resources related to career readiness indicators. In April, in partnership with the College Board, Student Achieve Partners and ACTE, NASDCTEc will be hosting two-day workshop designed to be a practical, interactive and collaborative learning opportunity for CTE educators at any level, and across all Career Clusters. Participants will gain a deeper understanding of the Common Core literacy standards, be provided with resources that they can use freely to provide local training, and have access to tools to help support the ongoing implementation of the Common Core literacy standards in their own communities.
- **STEM-Focused Organizations:** Over the last few months, there has been a growing awareness within the STEM community that they need to be more engaged with and around CTE. In part, this has been driven by NASDCTEc's paper – *CTE Is Your STEM Strategy* – released in

December in partnership with Change the Equation. Based on providing Change the Equation with the opportunity to review the draft and participate in the webinar where we released the report, Kate Blossveren was asked to present a regional meeting in December 2014 in front of 20 business leaders in the Dallas area and NASDCTEc was invited to a Roundtable event hosted by Change the Equation around Perkins. Linda Rosen, CEO of Change the Equation will be on a panel at the Spring meeting.

At that Roundtable, Steve Voytek shared the CTE Is Your STEM Strategy brief with a representative from the STEM Education Coalition, who is now starting a CTE-focused working group (see below), in which NASDCTEc will be involved.

At the same time, we are building a new partnership with STEM Connector, after co-presenting on a panel earlier this year. Since then we have begun meeting to determine ways to partner, and Edie Frasier, president of STEM Connector will be on a panel at the Spring meeting. Kate Blossveren was also invited to a recent STEM Council meeting, where over 30 business leaders were gathered to discuss STEM innovation.

As a result of these partnerships, Kimberly Green has been invited to be presenter at the U.S. News and World Reports STEM Solutions Conference, as well as to be an advisor and presenter during the National Science Foundations Smart STEM event focused on CTE and middle skills.

Given the interest among policymakers, business leaders and other key stakeholders in STEM education, we believe these national partnerships will be helpful in engaging more business around CTE and making the connection clearer between the worlds of STEM and CTE.

- **Perkins Roundtable Group:** Earlier this year NASDCTEc was contacted by staff from IBM and the Information Technology Industry Council (ITIC) to participate in a convening of various national employers interested in the reauthorization of the Perkins Act. These two organizations, in partnership with Change the Equation (CTEq), held an initial gathering with a number of other large national employers from a variety of industries. Collectively the group has interests in closing the skills gap and promoting education and workforce development outcomes that are more aligned with the real-time needs of the private sector. Expertise in both the Perkins Act and CTE more generally is limited among much of the group and NASDCTEc staff have been called on to provide guidance and advisement to these groups as they begin to advocate for the reauthorization of the Perkins Act legislation.

Termed the “Perkins Roundtable Group,” this loose association has recently begun to meet with Congressional staff regarding three overarching priorities the group has sought to promote throughout the reauthorization process:

- Alignment of CTE programs to the needs of the regional, state, and local labor market
- Support effective and meaningful collaboration between secondary and postsecondary institutions and employers
- Increase student participation in experiential learning opportunities such as industry internships, apprenticeships and mentorships

Presently, this group has developed a sign-on letter (see below) calling for the above principles to be incorporated into a newly reauthorized Perkins Act. NASDCTEc and ACTE are among the signatories for this letter and both IBM and ITIC will continue to circulate it among other

interested employers and associations before submitting it to the Chairmen and Ranking Members of both the Senate HELP Committee and the House Education and Workforce Committee.

RESOURCE: Partnership Criteria

	Strength of Partnership	Value of Partnership
A	<ul style="list-style-type: none"> • Have a reliable contact person and regular contact with that person • Have an existing joint effort/project in place • Both organizations actively engaged in joint efforts and projects 	<ul style="list-style-type: none"> • Does/will help advance NASDCTEc’s priorities (e.g., legislative, state policy, CCTC, etc.) • Does/will bolster NASDCTEc’s capacity/reach • Does/will produce meaningful deliverables, conversations, etc. • Raises NASDCTEc’s profile in CTE/education reform community
B	<ul style="list-style-type: none"> • Have a reliable contact person – and communications happens two ways • No active joint effort or project currently in place; but have or will have 	<ul style="list-style-type: none"> • Has potential to advance NASDCTEc’s priorities, with additional effort • Bolsters NASDCTEc’s capacity (e.g., is willing to take on most of work, with NASDCTEc sign off) • Raises NASDCTEc’s visibility for a key stakeholder group
C	<ul style="list-style-type: none"> • Have no contact person (or no reliable one) • Efforts to partner have been largely ignored 	<ul style="list-style-type: none"> • Is not likely to help advance NASDCTEc’s priorities or raise NASDCTEc’s visibility • Capacity/effort requires outweighs value of deliverables

To engage in/continue a partnership:

- **Value** must be an A or B
- Current **strength** must be an A or B
- NASDCTEc must be able to identify how the partnership advances our priorities, based on our strategic plan

If a partner’s **value** is rated as C, need to consider continuing to engage in partnership

RESOURCE: List of Current Partnerships (not in alpha order)

Achieve
American Association of Community Colleges

American Federation of Teachers
American Youth Policy Forum
Association for Career and Technical Education
Business Roundtable
Center for Law and Social Policy
College Board
Committee for Education Funding
Great Teachers, Leaders Center
IBM
National Alliance for Partnerships in Equity
National Education Association
National Skills Coalition/Workforce Data Quality Campaign/Campaign to Invest in America's Workforce
NCC-CTSO
Department of Education/OCTAE
RTI (MPR Associates)
Smarter Balanced
America's Promise Alliance
American School Counselors Association
Civic Enterprises
Council of Chief State School Officers
Department of Labor
Jobs for the Future
National Governors Association
PARCC
US Chamber of Commerce
Campaign for HS Equity
NGA - Center for Best Practices
American Association of School Administrators
Change the Equation
CORD
Gallup/ PDK
Industry Workforce Needs Council
International Baccalaureate
National Career Academy Coalition
National CCR Center
Opportunity Nation
Alliance for Excellent Education
Asia Society/Longview Foundation
ConnectED

Data Quality Campaign
Education Commission of States
Education Trust
Ford
National Association of State Boards of Education
National Association of Workforce Boards
National Board for Professional Teaching Standards
National Conference of State Legislatures
National Restaurant Education Foundation
Southern Regional Education Board
STEM Connector
American Society for Curriculum Development

RESOURCE: Perkins Roundtable Letter/Sign On (NOT FOR DISTRIBUTION)

Dear Member of Congress,

We the undersigned businesses and organizations urge you to move forward with reauthorization of the Carl D. Perkins Career and Technical Education Act (Perkins). As the American economy recovers from the most significant economic recession in recent memory, employers are still reporting a shortage of skilled workers to fill in-demand positions. Career and technical education (CTE) programs, found throughout the country, are central to overcoming this skills gap and provide greater opportunity for America’s youth and adults.

CTE has proven to be an effective tool for improving student outcomes and helps prepare both secondary and postsecondary students with the necessary academic, technical, and employability skills required for successful entry into the workforce. Indeed, CTE prepares students both for college *and* careers.

Reauthorizing the Perkins Act is critical for the continued economic prosperity of the United States and ensures the country remain a leader in global competitiveness. As Congress sets out on this task, we urge you and your colleagues to focus on areas where improvements can be made to current law, building upon its past successes and enhancing aspects of the Perkins Act, which will help to better serve both workers and employers. A reauthorized version of Perkins should:

- Align CTE programs to the needs of the regional, state, and local labor market;
- Support effective and meaningful collaboration between secondary and postsecondary institutions and employers; and
- Increase student participation in experiential learning opportunities such as industry internships, apprenticeships and mentorships.

These improvements will more effectively spend federal dollars to help our nation’s students acquire the skills that they need and employers are demanding. We urge you to move forward with this important work and applaud Congress’ ongoing bipartisan commitment to invest in our nation’s students, workers, and economy.

Sincerely,

Adobe

Associated General Contractors of America

Association of Career and Technical Education (ACTE)

AT&T

Business Roundtable

IBM

HR Policy Association

Information Technology Industry Council (ITI)

Intel

Lexmark International

National Association of State Directors of Career Technical Education Consortium (NASDCTEC)

Oracle

PG&E

Siemens

TechVoice

Toyota Motor North America, Inc.

U.S. Chamber of Commerce

In the last 12 months, NASDCTEc has published six major policy briefs/reports on topics of interest from the field.

- Area CTE Centers: Conquering the Skills Gap Through Business and Industry Collaboration (April 2013)
- Career Academies: Investing in Students, the Workforce and Career Technical Education (May 2013)
- Career Technical Education and Advanced Placement (with The College Board) (July 2013)
- The State of Career Technical Education: An Analysis of State CTE Standards (October 2013)
- CTE Is Your STEM Strategy (December 2013)
- 2013 State Policy Overview (with ACTE) (March 2014)

Looking ahead, NASDCTEc has the following publications planned through the end of 2014. At this point, the release dates are subject to change, but the intent is to have a major release at least every other month.

- Policy brief on trends and best practices around career readiness reporting and accountability indicators (with Achieve) (April 2014)
- The Common Career Technical Core & Industry Standards (June 2014)
- Two-three short “trend” pieces based on NASDCTEc’s recent Perkins implementation survey, on topics including programs of study, use of labor market data, and others) (August & September, 2014)
- “State of CTE: Secondary-Postsecondary Alignment” will be the next annual “state of CTE” report and will focus on the opportunities and barriers for secondary/postsecondary alignment in CTE, in service of programs of study, and pull from Perkins survey and other original research (October 2014)
- Fully revised and updated issue-based and state-specific fact sheets and related case-making materials to be used in federal and state advocacy (October 2014)

Regional and Associate Representative Election Results
Report prepared by Karen Hornberger, Finance and Office Manager

Following the bylaws and Board policies, the staff conducted the elections for regional representatives on the NASDCTEc Board of Directors. The process involved an initial announcement and solicitation for nominations in February 2014; electronic ballots distributed on March 3rd, with votes due by March 10th.

The following are the election results, to be announced at the NASDCTEc Business meeting on April 3, 2014. Until then, results are confidential.

Region I

Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont

June Sanford of Connecticut re-elected

Region III

Delaware, District of Columbia, Maryland, Pennsylvania, Virginia, West Virginia

Lee Burkett of Pennsylvania re-elected

Region VI

Texas, Arkansas, Louisiana, Oklahoma, and New Mexico

Eric Spencer of New Mexico elected

Region XI

Hawaii, Republic of Palau, and Guam

Bernadette Howard of Hawaii re-elected

The staff also conducted the elections for Associate representative of NASDCTEc Board of Directors. The process involved an initial announcement and solicitation for nominations in early February 2014; electronic ballots by doodle poll were distributed on March 3rd, with votes due by March 10th. With a large number of associate members voting, it was a very close race and a winner was determined.

Associate Board Member

Sheila Ruhland was elected Associate representative replacing Fran Beaman.

Strategic Plan Update

Submitted by Kimberly A. Green, Executive Director

After the NASDCTEc/NCTEF Boards of Directors approved the 2014-2014 strategic plan, staff met for a planning retreat in early February to turn the strategic plan into actionable, measurable projects. The staff use a project planning process and online project management system, Basecamp. During this process, staff brainstorms the most effective and efficient way to carry out the work to be accomplished. Consideration is given to the appropriate time to conduct the work, as well as assets. As with any project planning process, roles and responsibilities, timelines, deliverables, and success measures are identified. While we aren't very far into the implementation of this new plan, the team has developed multiple aligned project plans and more are on the way. Much has already been accomplished or put into motion, as evidenced by the staff updates and agenda items for Board consideration. The document below gives you a bit of insight into the staff's work.

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	

Website Update and New Materials

Report submitted by Evan Williamson, Communications Associate

An individual's first contact with a nonprofit organization like ours is very often through the group's website and/or online presence. As we begin to build our profile and attempt to raise visibility across media, presenting a coherent, navigable and useful home for our resources coincides directly with our ability to serve as a source of reliable information regarding Career Technical Education (CTE). The website overhaul, due to be completed by the beginning of April, will build on our existing online material, streamlining access to advocacy, casemaking, and informational resources and making available persuasive new content to advocate for CTE.

Interactivity is a major focus of the new website. We have focused on balancing interactive features that allow users to acquire a brief overview of CTE—including a clickable map that leads to state profiles and basic casemaking materials—with more immersive features that will enable users of all levels of expertise to utilize the extensive data and resources that we already possess. On the whole, the design scheme will remain very similar to what we have already—the new site will stress better functionality and easier access to materials.

Intertwined with the development of the website is the cultivation of a casemaking portfolio that contains a variety of informational materials including meeting leave-behinds, state-specific and national online casemaking resources and advocacy strategy designed to help State Directors and Associate Members support CTE as public spokespeople and official advocates. Already, the Friends of CTE series has been converted into a series of one-page pamphlets for use in meetings with policymakers and private industry, and additional new materials have been planned. New casemaking will roll out gradually throughout the remainder of this fiscal year and should be fully updated by autumn 2014.

With a great deal of old content and much new content in the works, a major priority in the website overhaul has been focusing the logistical structure of the website and the material it contains. A large volume of data almost inevitably leads to some clutter and duplicative posting, and so we have isolated multiple areas between our current "Resources" and "Policy & Legislation" sections that we can combine to make a cleaner, clearer set of resources more easily harnessed by our users. We also plan to simplify both the product store and "CTE: Learning that works for America" sections to limit the number of unique pages and make the site more navigable.

Once activated, we also plan to set a timeline by which we will progressively update and edit content. Creating a regimen for website updates will allow us to keep content fresh, reduce clutter and provide a more effective (and easily used) resource for members, visitors and media. The development and maintenance of the updated website is the responsibility of the communications officer and entails effort from every member of staff.

The staff sent the NCTEF bylaws to the attorney for review to ensure we were in compliance with appropriate laws and regulations. Staff had noticed that some of the provisions were not consistent with current practice or in alignment with the NASDCTEc bylaws. Additionally, we included the NASDCTEc bylaws in the attorney's review for continuity.

The following is a summary of the recommended updates/modifications to the NASDCTEc Bylaws:

- **Article IV; Section 13:** Modified to include expanded language that would allow for any type of virtual or electronic meeting including webinars. The Board members still have to be able to “hear” each other.
- **Article V; Section 10:** Updated the Secretary/Treasurer position description: Modify the description to reflect the duties the position actually carries out. What was in the bylaws did not reflect current practice and essentially guaranteed the Secretary/Treasurer was failing to perform his/her job as required by the bylaws.
- **Contracts, checks, deposits and funds; Section 2:** Update section to reflect the current policy on checks, drafts, etc.
- **Article VIII; Section 2:** Attorney recommendation: A corporate seal has become obsolete. There is no harm in keeping this section, but it does not serve any practical purpose. Staff recommends removing this section.

The following is a summary of the recommended updates/modifications to the NCTEF bylaws:

- **Article III; Board of Directors:** Clarify current language to reflect the makeup of the NCTEF Board. While the composition of the Board is not changing we are clarifying the reading of the Bylaws to reflect that the current practice is a clear and concise.
- **Article IV; Section I:** Clarification to current language to officers. Attorney advises that it could complicate matters to have the possibility of additional officers. If there is ever a need for additional officers he recommends the Bylaws be amended.
- **Article IV; Section 5:** Modifying language to be consistent within the bylaws as the removal process would be the same for the Board members as it would be for the Organizational members in Article III; Section 5.
- **Article IV; Section 9:** Updated the Secretary/Treasurer position description: Modify the description to reflect the duties the position actually carries out. What was in the bylaws did not reflect current practice and essentially guaranteed the Secretary/Treasurer was failing to perform his/her job as required by the bylaws.

- **Article IV; Section 10:** Suggestion to remove bonding as Secretary/Treasurer is not bonded. This is an obsolete section.
- **Article VI; Section 2:** Update section to reflect the current policy on checks, drafts, etc.
- **Article VII; Section 1:** Modify language to reflect current practice and remove outdated language.
- **Article VII; Section 2:** Attorney recommendation: A corporate seal has become obsolete. There is no harm in keeping this section, but it does not serve any practical purpose. Staff recommends removing this section.

After all recommendations have been approved by the Board, recommended changes will go to the membership for final approval at the Fall Meeting.

Board Action: Vote to approve recommended modifications and update language to the NASDCTEc and NCTEF Bylaws.

**BYLAWS OF NATIONAL ASSOCIATION OF STATE DIRECTORS OF CAREER
TECHNICAL EDUCATION CONSORTIUM**

**ARTICLE I
OFFICES AND REGISTERED AGENT**

Section 1. Registered Office and Agent.

The National Association of State Directors of Career Technical Education Consortium (hereinafter the "Corporation") shall have and continuously maintain a registered office in the State of Delaware, and a registered agent whose office is identical with such registered office. The registered agent shall be an individual resident of the State of Delaware or a Corporation, whether for profit or not for profit, authorized to transact business in the State of Delaware. The address of the registered office may be changed from time to time.

Section 2. Other Offices.

The Corporation may have such other office or office is at such suitable place or places within or without the State of Delaware, as the Board of Directors may from time to time determine as necessary or desirable for the conduct of the affairs of the Corporation.

**ARTICLE II
MEMBERSHIP**

Section 1. Classes of Membership.

The Corporation shall have three classes of members. The designation of such classes and the qualifications and rights of the members of such classes shall be as follows:

- A. Active Member. Any of the fifty states, Puerto Rico, the Virgin Islands, that District of Columbia, the Commonwealth of the Northern Marinas, the Federated States of Micronesia, the Republic of Marshall Islands, the Republic of Palau, Guam, or American Samoa is eligible to be an Active Member through its state or territorial agency designated director of career technical education. Active Members shall have all the rights and privileges of membership in the Corporation, including the right to hold office and to vote.
- B. Associate Member. An individual is eligible to be an associate member if he or she is interested in supporting the goals of the Corporation. Associate members shall not be entitled to hold office or (unless otherwise provided by

law) vote, except for the election of one member of the Corporation's Board of Directors to represent their class.

- C. **Contributing Member.** An institution, organization, or agency is eligible to be a Contributing Member if it is interested in supporting the goals of the Corporation. Contributing Members shall not be entitled to hold office or (unless otherwise provided by law) vote.

Section 2. Application of membership.

Except as set forth in Article III, Section 3 below, persons seeking membership in the Corporation as an active, Associate, or Contributing Member must submit a completed application, in such form as the Board of Directors shall from time to time determine, to the Board of Directors or a committee or officer designated by the Board of Directors, which, in its sole discretion, will grant or deny the application for membership. Applicants will be notified in writing if accepted and of the membership status granted.

Section 3. Transfer of Membership.

- A. NASDCTEc, notwithstanding any other provision herein, any "Active Member" of the National Association of State Directors of Career Technical Education Consortium, Incorporated, and Oklahoma Corporation, will automatically be granted membership in the Corporation as an Active Member, which membership will lapse upon non-payment of dues.
- B. NASDCTEc, notwithstanding any other provision herein, an "Associate Member" of National Association of State Directors of Career Technical Education Consortium, Incorporated, a Delaware Corporation, will automatically be granted membership in the Corporation as an Associate Member, which membership will lapse upon non-payment of dues.

Section 4. Termination of Membership

The Board of Directors, by the affirmative vote of two-thirds of all of the members of the Board present at any regular or special meeting, may terminate the membership of a member, for cause, after an appropriate hearing, and may by a majority vote of those present at any regular or special meeting, terminate the membership of any member who becomes ineligible for membership or suspend or expel any member who shall be in default in the payment of dues.

Section 5. Membership Dues.

The amount of the annual dues of the members shall be determined by the Board of Directors and shall be paid annually by such date as may be determined by the Board from time to time. The Board of Directors may establish different dues amounts for members of different classes.

ARTICLE III MEETINGS

Section 1. Annual Meetings

A regular annual meeting of the members shall be held at least once a year, at such time, the Board of Directors shall designate day, and place.

Section 2. Special Meeting

Special membership meetings may be called by the Board of Directors and shall be called by the Board upon written request therefore to the Secretary of the Corporation of not less than one-third of the members entitled to vote.

Section 3. Notice of Meetings.

Notice of the time, day, place, and purpose of each meeting shall be given to all members of the Corporation not less than ten days nor more than sixty days prior to the meeting date in the manner set forth in Section 1 of the Article VIII hereof. In addition, the Board of Directors, in its discretion, may direct that any meeting of members shall be conducted by electronic communication, in whole or in part, as allowed by law.

Section 4. Quorum

A quorum for the transaction of any and all business at the annual or any special membership meeting of the Corporation shall consist of not less than a majority of the voting members. If a quorum is not present, a majority of the voting members present may adjourn the meeting to a future time, without further notice being required.

Section 5. Manner of Acting

Except as otherwise expressly required by law, the Certificate of Incorporation of the Corporation, or these Bylaws, the affirmative vote of a majority of the members entitled to vote present, at any meeting of the members at which a quorum is present, shall be the act of the members.

Section 6. Written Consent

Action taken by the members without a meeting is nevertheless the action of the members if written consent to the action in question is signed by all of the members entitled to vote and filed with the minutes of the proceeding of the

members, whether done before or after the action so taken. Such consent may be effected via electronic communication as allowed by the Board of Directors.

Section 7. Proxies

At any meeting of the members, a member entitled to vote may do so by proxy executed in writing and filed with the Secretary of the Corporation before the meeting. Proxies may be submitted by electronic communication as allowed by the Board of Directors. A member who executes a proxy may withdraw the proxy by attending in person the meeting for which the proxy was executed or by filing a notice in writing with the Secretary, before or at the time of the meeting, that the proxy is withdrawn. Proxies may confer general voting rights, or they may be limited to prescribed action on a particular issue.

**ARTICLE IV
BOARD OF DIRECTORS**

Section 1. Powers

There shall be a Board of Directors of the Corporation, which shall manage, supervise and control the business, property and affairs of the Corporation except as otherwise expressly provided by law, the Certificate of Incorporation of the Corporation, or the Bylaws. The Board of Directors shall be vested with the powers possessed by the Corporation itself, including the powers to determine the policies of the Corporation and prosecute its purpose, to appoint and remunerate agents and employees (including the power to delegate some or all of this authority), to establish the budget of the Corporation, to disburse the funds of the Corporation, and to adopt such rules and regulations for the conduct of its business as shall be deemed advisable. The Board of Directors shall elect one of its members, who may be an officer of the Corporation, to serve as Chairperson of the Board of Directors, for such term as the Board may determine.

Section 2. Number and Qualifications

The number of directors shall be sixteen, consisting of the elected officers of the Corporation, the immediate past President, a representative of the Associate members, and a representative of the active members from each of the eleven geographic regions of the Corporation. Regions shall be as follows:

Region 1: Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, and Vermont.

Region 2: New York, New Jersey, Puerto Rico, and Virgin Islands.

Region 3: Delaware, District of Columbia, Maryland, Pennsylvania, Virginia, and West Virginia.

- Region 4: Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, and Tennessee.
- Region 5: Illinois, Indiana, Minnesota, Michigan, Ohio, and Wisconsin.
- Region 6: Texas, Arkansas, Louisiana, Oklahoma, and New Mexico.
- Region 7: Iowa, Kansas, Missouri, and Nebraska.
- Region 8: Colorado, Utah, North Dakota, Montana, South Dakota, and Wyoming.
- Region 9: Arizona, California, and Nevada.
- Region 10: Alaska, Idaho, Oregon, and Washington
- Region 11: Hawaii, Commonwealth of the Northern Marinas, Federated States of Micronesia, Republic of the Marshall Islands, Republic of Palau, Guam, and American Samoa.

Section 3. Election and Term of Office

The terms of the officers serving on the Board of Directors shall be consistent with their terms of office as officers. The directors serving the Associate Members and 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, their respective directors to serve on the Board of Directors. It shall be the responsibility of the Associate Members to select, at the appropriate membership meeting, their director to serve on the Board of Directors.

Section 4. Resignations

Any director may resign at any time by giving written notice to the President of the Corporation. Such resignation shall take effect at the time specified therein, or, if no time is specified, at the time of acceptance thereof as determined by the President of the Corporation.

Section 5. Removal

Any director may be removed from such office by a two-thirds vote of the directors at any regular or special meeting of the Board of Directors at which a quorum is present, for (1) violation of these Bylaws or (2) engaging in any other conduct prejudicial to the best interest of the Corporation. Such removal may occur only if the director involved is first provided (1) with adequate notice of the

charges against him or her in the form of a statement of such charges and of the time and place of the meeting of the Board of Directors scheduled for the purpose of hearing or considering such action, sent by certified, registered, or express mail or delivery to the last known address of such director, (2) an opportunity to appear before the Board of Directors or forward a written statement thereto in presentation of any defense of such charges, no sooner than thirty days after the sending of such notice, and (3) a written explanation as to (if such is the case) why such director is being removed from such office. In these regards, the Board of Directors shall act based on reasonable and consistent criteria, always with the objective of advancing the best interest of the Corporation.

Section 6. Vacancies

A vacancy in any director's position shall be filled for the un-expired term by majority vote of the remaining directors then in office.

Section 7. Regular Meetings

A regular annual meeting of the Board of Directors of the Corporation shall be held each year, at such time, day and place as shall be designated by the Board of Directors; for the purpose of transaction, such business as may come before the meeting. The Board of Directors may, by resolution, provide for the holding of additional regular meetings.

Section 8. Special Meetings

Special meetings of the Corporation or by a majority of the voting directors then in office, to be held at such time, day and place as shall be designated in the notice of the meeting.

Section 9. Notice

Notice of the time, day, and place of any meeting of the Board of Directors shall be given at least ten days previous thereto in the manner set forth in Section 1 of the Article VIII hereof. The purpose or purposes for which a special meeting is called shall be stated in the notice thereof. Any director may waive notice of any meeting by a written statement excused either before or after the meeting. Attendance at a meeting shall constitute a waiver of notice thereof, except where attendance is for the express purpose of objecting to the call or convening of the meeting.

Section 10. Quorum

A majority of the directors shall constitute a quorum for the transaction of business at any meeting of the Board of Directors, except, if less than a quorum of

directors is present at such meeting, one-third of the directors present may adjourn the meeting to a future time, without further notice being required.

Section 11. Manner of Acting

Except as otherwise expressly required by law, the Certificate of Incorporation of the Corporation, or these Bylaws, the affirmative vote of a majority of the directors present at any meeting of the Board of Directors at which a quorum is present shall be the act of the Board of Directors. Each director shall have one vote. Voting by proxy shall not be permitted.

Section 12. Written Consent

Action taken by the Board of Directors without a meeting is nevertheless Board action if written consent to the action in question is signed by all of the directors and filed with the minutes of the proceeding of the Board, whether done before or after the action so take. Such consent may be effected via electronic communication as allowed by the Board of Directors.

Section 13. Telephone or Electronic Meeting

Any one or more directors may participate in a meeting of the Board of Directors by means of a conference telephone or similar telecommunications or electronic device means, as permitted by law, which allows all persons participating in the meeting to hear each other and such participation in a meeting shall be deemed presence in person at such meeting.

Comment [h1]: Slightly expanded language would allow for Skype, etc. meetings. The Board member still have to be able to “hear” each other, however.

Section 14. Compensation

No director shall receive any compensation for services rendered in such capacity, except that the Board may by resolution provide for the reimbursement of actual travel and lodging expenses incurred in the performance of the duties of the director to the extent provided by such resolution.

**ARTICLE V
OFFICERS**

Section 1. Officers

The officers of the Corporation shall consist of a President, Immediate Past President, a Vice President, and a Secretary/Treasurer. The Corporation shall have such other officers and assistant officers as the Board of Directors may from time to time deem necessary, such officers to have the authority, and to perform the duties prescribed from time to time by the Board of Directors.

Section 2. Election of Officers and Qualifications

Only those individuals who are active members and are the designated Director of Career Technical Education of a state or territorial agency are eligible to be officers. The officers of the Corporation shall be elected by the active members of the membership of the Corporation at the annual meeting of the membership.

Section 3. Term of Office

The officers of the Corporation shall be installed at the appropriate meeting at which they are elected and shall hold office until their respective successors shall have been duly elected and qualified.

Sections 4. Resignation

Any officer may resign at any time by giving written notice to the President of the Corporation. Such resignation shall take effect at the time specified therein, or if no time is specified, at the time of acceptance thereof as determined by the President.

Section 5. Removal

Any officer may be removed by the Board of Directors at any regular or special meeting of the Board at which a quorum is present, whenever in its judgment the best interest of the Corporation would be served thereby, but, such removal will be without prejudice to the contract rights, if any, of the officer so removed.

Section 6. Vacancies

A vacancy in any office because of death, resignation, removal, disqualification, or otherwise, shall be filled by the Board of Directors for the unexpired term.

Section 7. President

The President shall be the chief executive officer of the Corporation and subject to the overall guidance and supervision of the Board of Directors, give active direction and control of the business and affairs of the Corporation. He or she may sign any deeds, mortgages, bonds, contracts, or other instruments which the Board of Directors has authorized to be executed, except in case where the signing and execution thereof shall be expressly delegated by the Board of Directors or by these Bylaws or by statute to some other officers or agent of the Corporation: and in general, he or she shall perform all duties incident to the office of President and such other duties as may be prescribed by the Board of Directors from time to time.

Section 8. Immediate Past President

The Immediate Past President shall advise and consult with the President. The Immediate Past President shall perform such other duties as from time to time may be assigned by the President or the Board of Directors.

Section 9. Vice President

In the absence of the President or in the event of his or her inability or refusal to act, the Vice President shall perform the duties of the President, and when so acting, shall have all the powers of and be subject to all the restrictions upon the President. The Vice President shall perform such other duties as from time to time may be assigned by the President or Board of Directors.

Section 10. Secretary/Treasurer

In his or her capacity as Secretary, the Secretary/Treasurer shall ensure that keep the minutes of the meetings of the members and the Board of Directors in one or more books provided for that purpose; see that all notices are duly given in accordance with the provisions of these Bylaws or as required by law; ~~be eustodian of the corporate records and of the seal of the Corporation (if any);~~ and in general perform all duties incident to the office of Secretary and such other duties as from time to time may be assigned by the President or by the Board of Directors.

In his or her capacity as Treasurer, the Secretary/Treasurer shall ~~have charge and eustody of and be responsible for all funds and securities of the Corporation; receive and give receipts for moneys due and payable to the Corporation from any source whatsoever, and deposit all such moneys in the name of the Corporation in such banks, trust companies or other depositories as shall be selected in accordance with the provisions of Article VII of these Bylaws~~ present reports on the finances of the Corporation at Board of Directors meetings; present the annual budget for approval by the Board of Directors; serve as Chair of the Finance Committee; and in general perform all the duties incident to the office of Secretary/Treasurer and such other duties as from time to time may be assigned to him or her by the President or by the Board of Directors.

Comment [h2]: As with the Foundation, these position description should be updated to reflect what this Officer actually does. The language I have added is just an example.

**ARTICLE VI
COMMITTEES**

Section 1. Committees of Directors

The Board of Directors, by resolution adopted by a majority of the directors in office, may designate and appoint one or more committees, each consisting of one or more directors, which committees, to the extent provided in said resolution, shall have and exercise the authority of the Board of Directors in the management of the Corporation; provided, however, that no such committee shall have the authority of the Board of Directors in reference to amending, altering or repealing these Bylaws; electing, appointing or removing any member of any such committee or any director or officer of the Corporation; amending the Certificate of Incorporation of the Corporation; adopting a plan of merger or adopting a plan of consolidation with another Corporation; authorizing the sale, lease, exchange or mortgage of all or substantially all of the property and assets of the Corporation; authorizing the voluntary dissolution of the Corporation or revoking proceedings therefore; adopting a plan for the distribution of the assets of the Corporation; or amending altering or repealing any resolution of the Board of Directors which by its terms provides that it shall not be amended, altered or repealed by such committee. The designation and appointment of any such committee and the delegation thereto of authority shall not operate to relieve the Board of Directors, or any individual director, of any responsibility imposed upon the Board or the director by law.

Section 2. Term of Office

Each member of a committee shall continue as such until a successor is appointed, unless the committee shall be sooner terminated, or unless such member be removed from such committee, or unless such member shall cease to qualify as a member thereof.

Section 3. Vacancies

Vacancies in the membership of committees may be filled by appointments made in the same manner as provided in the case of the original appointments.

Section 4. Quorum

Unless otherwise provided in the resolution of the Board of Directors designating a committee, a majority of the whole committee shall constitute a quorum and the act of a majority of the members present at a meeting at which a quorum is present shall be the act of the committee.

Section 5. Rules

Each committee may adopt rules for its own government not inconsistent with these Bylaws or with rules adopted by the Board of Directors.

ARTICLE VII

CONTRACTS, CHECKS, DEPOSITS AND FUNDS

Section 1. Contracts

The Board of Directors may authorize any officer or officers, agent or agents of the Corporation, in addition to the officers so authorized by these Bylaws, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Corporation, and such authority may be general or confined to specific instances.

Section 2. Checks, Drafts, etc.

All checks, drafts or orders for the payment of money, notes or other evidences of indebtedness issued in the name of the Corporation, shall be opened and copied by someone other than the finance staff member. The finance staff member will then receive the checks by entering them into QuickBooks and marking the corresponding invoice paid along with the date, check number, and their initials, signed by such officer or officers, agent or agents of the Corporation and in such manner as shall from time to time be determined by resolution of the Board of Directors. ~~In the absence of such determination by the Board of Directors, such instruments shall be signed by the Treasurer or an Assistant Treasurer and countersigned by the President or the Vice President of the Corporation.~~

Section 3. Deposits

All funds of the Corporation shall be deposited from time to time to the credit of the Corporation in such banks, trust companies, or other depositories as the Board of Directors may select.

Section 4 Gifts

The Board of Directors may accept on behalf of the Corporation any contribution, gift, bequest, or devise for the general purpose or for any special purpose of the Corporation.

ARTICLE VIII MISCELLANEOUS PROVISIONS

Section 1. Notice

Whenever under the provisions of these Bylaws, the Certificate of Incorporation of the Corporation or statute, notice is required to be given to a director, member, committee member, or officer, such notice shall be given in writing, by first-class, certified, registered mail or by express delivery, charges thereon prepaid, to such

person at his or her address as it appears on the records of the Corporation, or by electronic communication as allowed by the Board of Directors. Such notice shall be deemed to have been given when deposited in the United States mail or delivered to the express delivery service or sent via electronic communication. Notice may also be given by telegram, telex, telecopy or telephone, and will be deemed given when received, if followed by a writing mailed on the same day or the next day.

Section 2. Seal

The Corporation need not adopt an official seal, but may upon appropriate action taken by the Board of Directors, do so. If one is adopted, the official seal of the Corporation shall have inscribed thereon the name of the Corporation and shall be in such form and contain such other words and or figures as the Board of Directors shall determine. The official seal may be used by printing, engraving, lithographing, stamping or otherwise making, placing, or affixing or causing to be printed, engraved, lithographed, stamped, or otherwise made, placed, or affixed upon any paper or document, by any process whatsoever, an impression, facsimile, or other reproduction of said official seal.

Comment [h3]: A corporate seal has become obsolete. There is no harm in keeping this section, but does not serve any practical purpose.

Section 3. Books and Records

The Corporation shall keep correct and complete books and records of account and shall also keep minutes of the proceedings of its Board of Directors and committees having any of the authority of the Board of Directors, and shall keep at its registered or principal office a record giving the names and address of the members of its Board of Directors.

**ARTICLE IX
INDEMNIFICATION**

Section 1. General

The Corporation shall indemnify each member of the Board of Directors, as described in Article IV hereof, and each of its officers, as described in Article V hereof, for the defense of civil or criminal actions or proceedings as hereinafter provided in this Article IX in a manner and to the extent permitted by applicable law. Every reference herein to a member of the Board of Directors or officer of the Corporation shall include every director and officer thereof and former director and officer thereof. This indemnification shall apply to all the judgments, fines, amount in settlement, and reasonable expense described below whenever arising, allowable as below-stated. The right of indemnification herein provided shall be in addition to any and all rights to which any director or officer of the Corporation might otherwise be entitled and provisions hereof shall neither impair nor adversely affect such rights.

Section 2. Third Party Proceedings

The Corporation shall indemnify each of its directors and officers, as aforesaid, from and against any and all judgments, fines, amounts paid in settlement, and reasonable expenses, including attorneys' fees, actually and necessarily incurred or imposed in defense of any civil or criminal action or proceeding initiated by a third party, or any appeal therein, imposed upon or asserted against him or her by reason of being or having been such a director or officer and acting within the scope of his or her official duties, or by reason of serving or having served at the request of the Corporation as a director or officer of another corporation or organization, but only when the determination shall have been made judicially or in the manner herein provided that he or she acted in good faith for a purpose which he or she reasonably believed to be in the best interest of the Corporation and, in the case of a criminal action or proceeding, in addition, had no reasonable cause to believe that his or her conduct was unlawful. A non-judicial determination that the director or officer has met the foregoing applicable standard of conduct shall be made (1) by the Board of Directors by a majority vote of a quorum consisting of directors who are not parties to such action or proceeding; or (2) if a quorum under (1) is not obtainable with due diligence, or, even if obtainable, at the request of a quorum of disinterested directors, upon the opinion in writing of independent legal counsel that the director or officer has met the foregoing applicable standard of conduct. If the foregoing determination is to be made by the Board of Directors, it may rely as to all questions of law on the advice of independent legal counsel.

Section 3. Proceedings in the Name of the Corporation

The Corporation shall indemnify each of its directors and officers, as aforesaid, from and against any and all judgments, fines, amounts paid in settlement, and reasonable expenses, including attorneys' fees, actually and necessarily incurred or imposed in defense of any action or proceeding brought by or in the name of the Corporation, or any appeal therein, imposed upon or asserted against him or her by reason of being or having been such a director or officer and acting within the scope of his or her official duties, or by reason of serving or having served at the request of the Corporation as a director or officer of another corporation or organization, if the person acted in good faith and in a manner the person reasonably believed to be in or not opposed to the best interests of the Corporation and except that no indemnification shall be made in respect of any claim, issue or matter as to which such person shall have been adjudged to be liable to the corporation unless and only to the extent that the court in which such action or suit was brought shall determine upon application that, despite the adjudication of liability but in view of all the circumstances of the case, such person is fairly and

reasonably entitled to indemnity for such expenses which the court shall deem proper.

Section 4. Limitations

Notwithstanding the above, any funds that the Corporation shall be legally obligated to pay based on its indemnification obligations shall not exceed the actual amount of the Corporation's available insurance coverage for the subject action or proceeding.

**ARTICLE X
AMENDMENTS TO BYLAWS**

These Bylaws may be amended, revised, repealed, or modified upon the affirmative vote of a majority of the Board of Directors at any regular or special meeting of the Board and the affirmative vote of the members entitled to vote at any regular or special meeting of the membership. An amendment shall be effective immediately after adoption unless a later effective date is specifically adopted at the time the amendment is enacted.

**BYLAWS OF
NATIONAL CAREER TECHNICAL EDUCATION FOUNDATION**

**ARTICLE I
OFFICES AND REGISTERED AGENT**

Section 1. Registered Office and Agent. The National Career Technical Education Foundation (hereinafter the "Foundation") shall have and continuously maintain a registered office in the State of Delaware, and a registered agent whose office is identical with such registered office. The registered agent shall be an individual resident of the State of Delaware or a corporation, whether for profit or not for profit, authorized to transact business in the State of Delaware. The address of the registered office may be changed from time to time.

Section 2. Other Offices. The Foundation may have such other office or offices, at such suitable place or places within or without the State of Delaware, as the Board of Directors may from time to time determine as necessary or desirable for the conduct of the affairs of the Foundation.

**ARTICLE II
MEMBERSHIP**

The Foundation shall not have members.

**ARTICLE III
BOARD OF DIRECTORS**

Section 1. Powers. There shall be a Board of Directors of the Foundation, which shall manage, supervise and control the business, property and affairs of the Foundation except as otherwise expressly provided by law, the Articles of Incorporation of the Foundation, or these Bylaws. The Board of Directors shall be vested with the powers possessed by the Foundation itself, including the powers to determine the policies of the Foundation and prosecute its purposes, to appoint and remunerate agents and employees (including the power to delegate some or all of this authority), to establish the budget of the Foundation, to disburse the funds of the Foundation, and to adopt such rules and regulations for the conduct of its business as shall be deemed advisable. ~~The Board of Directors shall elect one of its~~

~~members, who may be an officer of the Foundation, to serve as Chairperson of the Board of Directors, for such term as the Board may determine.~~

Notwithstanding the above, the Board of Directors may not **effect** any merger, consolidation, dissolution, or transfer of assets other than in the normal course of business, without advance approval of the Board of Directors of the National Association of State Directors of Career Technical Education Consortium ("NASDCTEc").

Section 2. Number and Qualifications. The number of directors shall be seven and shall be divided into two classes, as follows:

The Organizational Class, which shall consist of ~~four directors, who shall be directors of the President, Vice President, Secretary/Treasurer and Past President of~~ NASDCTEc (hereinafter referred to as "Organizational Directors").

The Public Class, which shall consist of three directors, who shall be individuals actively involved in the field of education who are not members of the Board of Directors of the NASDCTEc (herein-after referred to as "Public Directors").

Section 3. Election and Term of Office. Each Organizational Director shall ~~be elected for a term of one year by the Board of Directors of the~~ serve by virtue of, and for a term concurrent with, their Officer position in NASDCTEc.

A majority of the entire Board of Directors then in office shall elect Public Directors. Each Public Director shall hold office for a term of one year or until his or her successor is duly executed and qualified. However, it is expected that only one Public Director shall be elected annually by the Board of Directors, and therefore initial Public Directors may be elected for terms of up to three years until such time as a regular rotation is established.

Section 4. Resignation. Any director may resign at any time by giving written notice to the President of the Foundation. Such resignation shall take effect at the time specified therein, or, if no time is specified, at the time of acceptance thereof as determined by the President of the Foundation.

Comment [KG1]: Current practice is to have a shared Executive Committee, with NASDCTEc and NCTEF sharing a President, Vice President, Secretary/Treasurer and Past President. Do we need to modify the bylaws to allow for this or does the reading of the bylaws indicate that there should be 3 officers and 4 additional organizational directors?

Comment [h2]: Just word choice. I think "effect" is the correct word.

Section 5. Removal. Any Organizational Director may be removed from such office by a two-thirds vote of the directors at any regular or special meeting of the Board of Directors of the NASDCTEc at which a quorum is present, for (1) violation of these Bylaws or (2) engaging in any other conduct prejudicial to the best interests of the Foundation. Such removal may occur only if the director involved is first provided (1) with adequate notice of the charges against him or her in the form of a statement of such charges and of the time and place of the meeting of the Board of Directors of the NASDCTEc scheduled for the purpose of hearing or considering such action, sent by certified or registered mail to the last known address of such director, (2) an opportunity to appear before the Board of Directors of the NASDCTEc or forward a written statement thereto in presentation of any defense of such charges, no sooner than thirty days after the sending of such notice, and (3) a written explanation as to (if such is the case) why such director is being removed from such office. In these regards, the Board of Directors of the NASDCTEc shall act on the basis of reasonable and consistent criteria, always with the objective of advancing the best interests of the Foundation. Any Public Director may be removed from such office in accordance with the foregoing procedures except that the removal may be by the NASDCTEc or by a majority vote of the remaining directors of the Foundation then in office.

Section 6. Vacancies. A vacancy in any Organizational Director's position shall be filled for the unexpired term by majority vote of the members of the Board of Directors of the NASDCTEc. A vacancy in any Public Director's position shall be filled for the unexpired term at a meeting of the NCTEF directors by a majority vote of the remaining directors then in office.

Section 7. Regular Meetings. A regular annual meeting of the Board of Directors of the Foundation shall be held each year, at such time, day and place as shall be designated by the Board of Directors, for the purpose of transacting any such business as may come before the meeting. The Board of Directors may, by resolution, provide for the holding of additional regular meetings.

Section 8. Special Meetings. Special meetings of the Board of Directors may be called at the direction of the President of the Foundation or by a majority of the voting directors then in office, to be held at such time, day and place as shall be designated in the notice of the meeting.

Section 9. Notice. Notice of the time, day and place of any meeting of the Board of Directors shall be given at least ten days previous thereto in the manner set forth in Section 1 of Article VII

hereof. The purpose or purposes for which a special meeting is called shall be stated in the notice thereof. Any director may waive notice of any meeting by a written statement executed either before or after the meeting. Attendance at a meeting shall constitute a waiver of notice thereof, except where attendance is for the express purpose of objecting to the call or convening of the meeting.

Section 10. Quorum. A majority of the directors shall constitute a quorum for the transaction of business at any meeting of the Board of Directors, except if less than a quorum of directors is present at such meeting, one-third of the directors present may adjourn the meeting from time to time without further notice.

Section 11. Manner of Acting. Except as otherwise expressly required by law, the Articles of Incorporation of the Foundation, or these Bylaws, the affirmative vote of a majority of the directors present at any meeting of the Board of Directors at which a quorum is present shall be the act of the Board of Directors. Each director shall have one vote. Voting by proxy shall not be permitted.

Section 12. Written Consent. Action taken by the Board of Directors without a meeting is nevertheless Board action if written consent to the action in question is signed by all of the directors and filed with the minutes of the proceedings of the Board, whether done before or after the action so taken. Such consent may be effected via electronic communication as allowed by the Board of Directors.

Section 13. Telephone and Electronic Meetings. Any one or more directors may participate in a meeting of the Board of Directors by means of a conference telephone or similar telecommunications device which allows all persons participating in the meeting to hear each other and such participation in a meeting shall be deemed presence in person at such meeting. In addition, the Board of Directors, in its discretion, may direct that any meeting of members shall be conducted by electronic communication, in whole or in part, as allowed by law.

Section 14. Compensation. No director shall receive any compensation for services rendered in such capacity, except that the Board may by resolution provide for the reimbursement of actual travel and lodging expenses incurred in the performance of the duties of the director to the extent provided by such resolution.

ARTICLE IV
OFFICERS

Section 1. Officers. The officers of the Foundation shall consist of a President, a Vice President, ~~and~~ a Secretary/Treasurer, and a Past President. The Foundation shall have such ~~other officers and~~ assistant officers as the Board of Directors may from time to time deem necessary, such officers to have the authority, and to perform the duties prescribed from time to time by the Board of Directors.

Comment [h3]: Just a suggestion. I think it complicates matters to have the possibility of additional officers. If there is ever a need for additional officers, the Bylaws could be amended to provide for them.

Section 2. Selection of Officers. The officers of the Foundation shall be the officers of the NASDCTEc, who shall serve in the same capacities for both organizations.

Section 3. Term of Office. The terms of the officers of the Foundation shall be concurrent with their terms as officers of NASDCTEc .

Section 4. Resignation. Any officer may resign at any time by giving written notice to the President of the Foundation. Such resignation shall take effect at the time specified therein, or, if no time is specified, at the time of acceptance thereof as determined by the President.

Section 5. Removal. ~~The provisions of Article III, Section 5 regarding removal of Organizational Directors will apply to the removal of officers as well. Any officer may be removed by the Board of Directors at any regular or special meeting of the Board at which a quorum is present, whenever in its judgment the best interests of the Foundation would be served thereby, but such removal will be without prejudice to the contract rights, if any, of the officer so removed, and such removal must be ratified by the Board of Directors of NASDCTEc.~~

Comment [h4]: Since the Organizational Directors and the Officers are the same people, the removal process logically would be the same.

Section 6. Vacancies. A vacancy in any office because of death, resignation, removal, disqualification, or otherwise, shall be filled by the Board of Directors ~~of NASDCTEc~~ for the unexpired term.

Comment [h5]: Again, the same process for filling vacancies in Organizational Director positions would seem to apply here as well,

Section 7. President. The President shall be the chief executive officer of the Foundation and, subject to the overall guidance and supervision of the Board of Directors, give active direction and control of the business and affairs of the Foundation. He or she may sign any deeds, mortgages, bonds,

contracts, or other instruments which the Board of Directors has authorized to be executed, except in cases where the signing and execution thereof shall be expressly delegated by the Board of Directors or by these Bylaws or by statute to some other officer or agent of the Foundation; and in general, he or she shall perform all duties incident to the office of President and such other duties as may be prescribed by the Board of Directors from time to time.

Section 8. Vice President. In the absence of the President or in the event of his or her inability or refusal to act, the Vice President shall perform the duties of the President, and when so acting, shall have all the powers of and be subject to all the restrictions upon the President. The Vice President shall perform such other duties as from time to time may be assigned by the President or Board of Directors.

Section 9. Secretary/Treasurer. The Secretary/Treasurer shall ~~ensure that keep the~~ minutes of the meetings of the Board of Directors ~~are prepared and approved by the Board of Directors in one or more books provided for that purpose;~~ and see that all notices are duly given in accordance with the provisions of these Bylaws or as required by law; ~~be custodian of the corporate records or at the office of the Foundation and of the seal of the Foundation;~~ ~~present reports on the finances of the Foundation at Board of Directors meetings; present the annual budget for approval by the Board of Directors; serve as Chair of the Finance Committee;~~ and in general perform all duties incident to the office of Secretary/Treasurer and such other duties as from time to time may be assigned by the President or by the Board of Directors.

~~The Secretary/Treasurer shall have charge and custody of and be responsible for all funds and securities of the Foundation; receive and give receipts for moneys due and payable to the Foundation from any source whatsoever, and deposit all such moneys in the name of the Foundation in such banks, trust companies or other depositories as shall be selected in accordance with the provisions of Article VI of these Bylaws.~~

~~Section 10. Bonding. If requested by the Board of Directors, any person entrusted with the handling of funds or valuable property of the Foundation shall furnish, at the expense of the Foundation, a fidelity bond, approved by the Board of Directors in such sum as the Board shall prescribe.~~

Comment [h6]: I agree that the duties of the Sec/Treas as listed here should reflect what that person in fact does for the Foundation. I took a shot at describing them here, but, again, should be accurate in terms of actual practice

Comment [h7]: I agree we can delete this. In my experience, Treasurers are not bonded.

ARTICLE V
COMMITTEES

Section 1. Committees of Directors. The Board of Directors, by resolution adopted by a majority of the directors in office, may designate and appoint one or more committees, each consisting of one or more directors, which committees, to the extent provided in said resolution, shall have and exercise the authority of the Board of Directors in the management of the Foundation; provided, however, that no such committee shall have the authority of the Board of Directors in reference to amending, altering or repealing these Bylaws; electing, appointing or removing any member of any such committee or any director or officer of the Foundation; amending the Articles of Incorporation of the Foundation; adopting a plan of merger or adopting a plan of consolidation with another' corporation; authorizing the sale, lease, exchange or mortgage of all or substantially all of the property and assets of the Foundation; authorizing the voluntary dissolution of the Foundation or revoking proceedings therefor; adopting a plan for the distribution of the assets of the Foundation; or amending, altering or repealing any resolution of the Board of Directors which by its terms provides that it shall not be amended, altered or repealed by such committee. The designation and appointment of any such committee and the delegation thereto of authority shall not operate to relieve the Board of Directors, or any individual director, of any responsibility imposed upon the Board or the director by law.

Section 2. Term of Office. Each member of a committee shall continue as such until the next annual meeting of the Board of Directors and until a successor is appointed, unless the committee shall be sooner terminated, or unless such member be removed from such committee, or unless such member shall cease to qualify as a member thereof.

Section 3. Vacancies. Vacancies in the membership of committees may be filled by appointments made in the same manner as provided in the case of the original appointments.

Section 4. Quorum. Unless otherwise provided in the resolution of the Board of Directors designating a committee, a majority of the whole committee shall constitute a quorum and the act of a majority of the members present at a meeting at which a quorum is present shall be the act of the committee.

Section 5. Rules. Each committee may adopt rules for its own government not inconsistent with these Bylaws or with rules adopted by the Board of Directors.

ARTICLE VI
CONTRACTS, CHECKS, DEPOSITS AND FUNDS

Section 1. Contracts. The Board of Directors may authorize any officer or officers, agent or agents of the Foundation, in addition to the officers so authorized by these Bylaws, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Foundation, and such authority may be general or confined to specific instances.

Section 2. Checks, Drafts, etc. All checks, drafts or orders for the payment of money, notes or other evidences of indebtedness issued in the name of the Foundation, shall be opened and copied by someone other than the finance staff member. The finance staff member will then receive the checks by entering them into QuickBooks and marking the corresponding invoice paid along with the date, check number, and their initials, signed by such officer or officers, agent or agents of the Foundation and in such manner as shall from time to time be determined by resolution of the Board of Directors. In the absence of such determination by the Board of Directors, such instruments shall be signed by the Treasurer or an Assistant Treasurer and countersigned by the President or a Vice President of the Foundation.

Section 3. Deposits. All funds of the Foundation shall be deposited from time to time to the credit of the Foundation in such banks, trust companies or other depositories as the Board of Directors may select.

Section 4. Gifts. The Board of Directors may accept on behalf of the Foundation any contribution, gift, bequest, or devise for the general purposes or for any special purpose of the Foundation.

ARTICLE VII
MISCELLANEOUS PROVISIONS

Section 1. Notice. Whenever under the provisions of these Bylaws, the Articles of Incorporation of the Foundation, or statute, notice is required to be given to a director, committee member, or officer, such notice shall be given in such manner as determined by the Board of Directors and allowed by law in writing, by first class, certified, or registered mail or by express delivery service, with postage or express delivery charges thereon prepaid, to such person at his or her address as it appears on the records of the Foundation, or by electronic communication as allowed by the Board of Directors. Such notice shall be deemed to have been given when deposited in the United States mail or delivered to the express delivery service or sent via electronic communication. Notice may also be given by telegram, facsimile sent, or telephone, and will be deemed given when received, if followed by a writing mailed on the same day or the next day.

Section 2. — Seal. The Foundation need not adopt an official seal, but may, upon appropriate action taken by the Board of Directors, do so. If one is adopted, the official seal of the Foundation shall have inscribed thereon the name of the Foundation and shall be in such form and contain such other words and/or figures as the Board of Directors shall determine. The official seal may be used by printing, engraving, lithographing, stamping or otherwise making, placing, or affixing or causing to be printed, engraved, lithographed, stamped, or otherwise made, placed, or affixed upon any paper or document, by any process whatsoever, an impression, facsimile, or other reproduction of said official seal.

Comment [h8]: This is obsolete.

Section 3. Books and Records. The Foundation shall keep correct and complete books and records of account and shall also, keep minutes of the proceedings of its Board of Directors and committees having any of the authority of the Board of Directors, and shall keep at its registered or principal office a record giving the names and addresses of the members of its Board of Directors.

ARTICLE VIII INDEMNIFICATION

The Foundation shall indemnify each member of the Board of Directors, as described in Article III hereof, and each of its officers, as described in Article IV hereof, for the defense of civil or criminal actions or proceedings as hereinafter provided in a manner and to the extent permitted by applicable law.

The Foundation shall indemnify each of its directors and officers, as aforesaid, from and against any and all judgments, fines, amounts paid in settlement, and reasonable expenses, including attorneys' fees, actually and necessarily incurred or imposed as a result of such action or proceeding or any appeal therein, imposed upon or asserted against him or her by reason of being or having been such a director or officer and acting within the scope of his or her official duties, but only when the determination shall have been made judicially or in the manner herein provided that he or she acted in good faith for a purpose which he or she reasonably believed to be in the best interests of the Foundation and, in the case of a criminal action or proceeding, in addition, had no reasonable cause to believe that his or her conduct was unlawful. A nonjudicial determination that the director or officer has met the foregoing applicable standard of conduct shall be made (1) by the Board of Directors by a majority vote of a quorum consisting of directors who are not parties to such action or proceeding; or (2) if a quorum under (1) is not obtainable with due diligence, or, even if obtainable, at the request of a quorum of disinterested directors, upon the opinion in writing of independent legal counsel that the director or officer has met the foregoing applicable standard of conduct. If the foregoing determination is to be made by the Board of Directors, it may rely as to all questions of law on the advice of independent legal counsel.

Every reference herein to a member of the Board of Directors or officer of the Foundation shall include every director and officer thereof and former director and officer thereof. This indemnification shall apply to all the judgments, fines, amounts in settlement, and reasonable expenses described above whenever arising, allowable as above-stated. The right of indemnification herein provided shall be in addition to any and all rights to which any director or officer of the Foundation might otherwise be entitled and provisions hereof shall neither impair nor adversely affect such rights.

ARTICLE IX
AMENDMENTS TO BYLAWS

These Bylaws, [including this Article IX](#), may be amended, revised, repealed, or modified upon the affirmative vote of a majority of the Board of Directors at any regular or special meeting of the Board, with subsequent or prior approval of the Board of Directors of the NASDCTEc. An amendment shall be effective immediately after adoption consistent with the above procedure unless a later effective date is specifically adopted at the time the amendment is enacted.

NCTEF Board of Directors' Meeting
BYLAWS REVISIONS
Tuesday, September 27, 2005
Harrisburg Hilton
Harrisburg, Pennsylvania

At the Spring meeting, the Board revisited the bylaws and approved changes based on recommendations from the NCTEF attorney. Below is a summary of the approved changes:

- ~~1. Strengthen the control of NASDCTEc. There are several gaps in the current Bylaws in this regard.~~
- ~~2. Institutionalize what Hugh understands to be the current practice of the NASDCTEc officers serving as officers of the Foundation.~~
- ~~3. Eliminate the reference to the "Beneficiary Organization" and as a substitute just refer directly to NASDCTEc. Use of "Beneficiary Organization" seems unnecessary to me, but perhaps there is a history or rationale of which I am not aware.~~
- ~~4. Allow for electronic meetings, notices, etc. if permitted by law and wished to be used by the Board.~~
- ~~5. Create a mechanism for a rotation of electing one new Public Member each year (or re-electing current Public Members).~~
- ~~6. Reflect the reincorporation of the Foundation under Delaware law.~~

After additional review of the bylaws, the Board directed staff to make several edits and the following substantive additional changes:

- ~~1. Merge the secretary and treasurer position into one officer position.~~
- ~~2. Allow the Foundation offices to be the custodian of the financial records.~~

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The Board needs to approve the additional changes made to the bylaws. According to Article IX of the bylaws, the bylaws can be

"amended, revised, repealed or modified upon the affirmative vote of a majority of the Board of Directors at any regular or special meeting of the Board. An amendment shall be effective immediately after adoption unless a later effective date is specifically adopted at the time the amendment is enacted."

Personnel Policy Updates

Report submitted by Karen Hornberger, Finance and Office Manager

Annually, staff sends the personnel policies to the attorney for review to ensure compliance with appropriate laws and regulations. Additionally, staff reviewed the policies and recommends the following modifications to ensure alignment with current practice. The attorney returned no substantive changes to the personnel policies.

The following is a summary of the recommended updates/modifications to the NASDCTEc/NCTEF personnel policies:

- Modify coverage amount in term life amount to be consistent with coverage offered. NASDCTEc provides term life insurance coverage in the amount equal to one and one half times the employee's salary. Life insurance is currently offered in \$15,000 increments and Forrest T. Jones has increased the increments to \$20,000.
- Add clarifying language to the policies to, in general, not authorize annual leave to be taken the two weeks prior to one of the organization's meetings, conferences or other large convenings.

Board Action: Vote to approve the recommended modifications to the personnel policies.

PERSONNEL POLICIES



April 2013

SECTION I: INTRODUCTION

The purpose of this handbook is to set forth the policies and practices of the National Association of State Directors of Career Technical Education Consortium (NASDCTEc) and the National Career Technical Education Foundation (NCTEF) with regard to working conditions, employee benefits, and other policies affecting employment. **THIS HANDBOOK DOES NOT CREATE A CONTRACT, IMPLIED OR EXPRESS, OR PART OF A CONTRACTUAL AGREEMENT WITH ANY NASDCTEc OR NCTEF EMPLOYEES. NASDCTEc and NCTEF follow the practice of employment – at-will and thus, reserve the right to terminate employee at any time, with or without cause.**

The organizational policies are established by a sixteen member Board of Directors that employ an Executive Director empowered to hire and fire staff and manage the affairs of the national association and the headquarters office.

NASDCTEc and NCTEF reserve the right to revise, supplement, or rescind any policies or procedures in this handbook as deemed appropriate, in its sole and absolute discretion. The policies and procedures in this manual supersede any pre-existing documents.

Equal Employment Opportunity Policy:

NASDCTEc and NCTEF's Employment Policy is to comply with all applicable federal, state and local laws regarding equal employment opportunity and prohibiting discrimination. These laws and regulations apply to all aspects of employment.

SECTION II: OPERATING PROCEDURES

II. A Hiring:

NASDCTEc and NCTEF's policy is to select qualified persons, whether from within NASDCTEc or NCTEF or from outside, on the basis of ability, experience, education, and training.

II. B Working Hours:

NASDCTEc and NCTEF's normal working hours for regular full time employees are from 9:00 a.m. to 5:00 p.m., Monday through Friday.

NASDCTEc and NCTEF recognize that circumstances beyond the employee's control may occasionally cause him/her to be absent from work for all or part of a day. Whenever an unexpected delay prevents an employee from arriving on time at the office, the employee must notify NASDCTEc/NCTEF headquarters as soon as possible and give an estimate of how long the delay will be. Unauthorized absence or tardiness will not be tolerated and will result in disciplinary action.

An employee who is absent for three consecutive days without prior notice to the Executive Director or President is presumed to have resigned without notice. Under these circumstances, NASDCTEc and NCTEF will not pay out the employee's accrued annual leave.

II. C Overtime Hours:

When workload requirements cannot be met during regular working hours, nonexempt employees may be required to take part in overtime work assignments. Nonexempt employees are subject to the minimum wage and overtime provisions of the Fair Labor Standards Act. Employees who are classified as nonexempt will be paid overtime at the rate of one and one half times the regular hourly pay only after a full workweek of 40 hours. Overtime work is based on actual hours worked, and must always be approved by the Executive Director in writing before it is performed.

Overtime compensation does not apply to exempt employees.

II. D Flexible Work Schedule:

NASDCTEc and NCTEF's normal working hours for regular full time employees are from 9:00 a.m. to 5:00 p.m., Monday through Friday. However, working hours can be adjusted to meet the specific needs of the employee or NASDCTEc/NCTEF, including compressed work weeks, flexible hours, etc. The employee's type of work and performance will be considered in approving requests. Alternative work schedule arrangements must be made with the employee's direct supervisor and approved by the Executive Director. The flexible work schedule is at the discretion of NASDCTEc and NCTEF as to the terms and/or duration and NASDCTEc/NCTEF may remove the right to the flexible work schedule at any time. All requests for an alternate work schedule must be submitted in writing and approved at least two weeks prior to the start date of the flex schedule. Employees are eligible for this benefit upon the completion of the six-month probationary period.

II. E Flexible Location:

NASDCTEc and NCTEF understand that employees may have projects or circumstances that make it necessary and/or conducive to working from home or an alternate work location than the NASDCTEc/NCTEF offices. Alternative work locations arrangements must be made with employee's direct supervisor and approved by the Executive Director. All alternate work location arrangements are at the discretion of NASDCTEc and NCTEF as to the terms and/or duration and NASDCTEc/NCTEF may remove the right to the alternate work location at any time. The employee's type of work and performance will be considered in approving requests. All requests for an alternate location schedule must be submitted in writing and approved at least two weeks prior to the start date. Employees are eligible for this benefit upon the completion of the six-month probationary period.

II. F Lunch Policy:

Employees are allowed one half of one hour for lunch. If additional time is desired for lunch, the employee shall make arrangements with the employee's direct supervisor or Executive Director on how best to accommodate this request.

II. G Timesheets:

Time sheets are due three working days after the end of a pay period. If that day falls on the weekend, time sheets are due the following Monday. Time sheets must be signed by both the employee and the employee's direct supervisor or Executive Director. Employees are expected to record all working time, leave taken, and holidays earned/used for proper crediting to the employee's leave account. All employees are required to submit weekly reports.

II. H Pay Period:

NASDCTEc and NCTEF employees are paid on the 15th and last day of each month. If a payday falls on a weekend or holiday, checks are distributed on the preceding Friday or the day preceding the holiday.

II. I Travel Expenses:

Prior to any travel taking place, all NASDCTEc and NCTEF employee travel must be approved by the employee's director supervisor, Executive Director or President. Employees plan travel in advance to obtain the most reasonable rates.

Upon approval, employees will be reimbursed for automobile travel, for NASDCTEc and NCTEF business, at the current Federal reimbursement rate. Employees will be reimbursed for meals according to the reimbursement policy. Meals not available at the meeting/event/conference the employee is staffing or attending will be reimbursed. Employees are asked to use judgment and discretion when incurring business related expenses. NASDCTEc and NCTEF will not reimburse for the purchase of alcoholic beverages. All expense reimbursements are subject to approval by the Assistant Director of Operations or Executive Director must abide by the reimbursement policy and must be submitted on an approved expense form with receipts.

II. J Expense Reimbursement:

All expense reimbursements are subject to approval by Executive Director and must be submitted on an approved expense form. Employees are to use fiscal discretion in incurring costs and are encouraged to be reasonable in their expenditures. All expenditures must be guided by budget allocations and must meet expense reimbursement guidelines or are subject to disallowance.

NASDCTEc and NCTEF will reimburse employees for applicable business-related expenses incurred and approved. The expense form must be turned in within thirty days of the date the expense was incurred or the completion of travel. All expenses must be accompanied by an original receipt, with the exception of portage and miscellaneous expenses where receipts are not available for or appropriate (e.g. metro expenses). Housekeeping tips and entertainment costs will not be reimbursed. All meal expenses (including those charged against a hotel room) must include an itemized receipt. Any meal charges to a credit card must include itemized break down of the meal plus the summary receipt that includes the meal total and tip. Reimbursement of internet charges will be made only when the employee has business-related communications to conduct. Reimbursement of luggage fees will only be approved for business trips requiring three or more days of travel or if approved in advance.

The Finance and Operations Manager will review the Executive Director's expense reports to assure appropriate expenditure of NASDCTEc and NCTEF funds. In addition, the Executive Director's expense reports will be forwarded to the Executive Committee at the end of each quarter for review and approval.

II. K Payroll Deductions:

NASDCTEc and NCTEF are required by law to withhold applicable federal and state/District of Columbia income taxes and FICA (Social Security) contributions from employees' paychecks. The amount of the tax deduction is based on the employee's salary, the number of tax exemptions claimed on the withholding statements and the tax rate.

II. L Garnishment of Employee Wages:

NASDCTEc and NCTEF are obligated to comply with any court order received for the garnishment of employee wages. The amount withheld is stipulated by court order.

II. M Probationary Period:

Employees are considered on probation for the first six months of employment. During the probationary period, employees can accrue annual, sick, and compensatory leave. Annual leave cannot be taken until the probationary period expires. Employees are not eligible for life insurance benefits until the probationary period expires. At the end of the first 90 days of employment, employees will receive an evaluation. A second review will be conducted at the end of the first six months of employment. Employees can be terminated at any time during the probationary period without cause. Successful completion of the probationary period does not alter the employment at-will employee relationship.

II. N References:

Requests for information about former employees must be provided by the Executive Director or President and are limited to verification of employment dates and job title(s).

Any employee who leaves NASDCTEc or NCTEF may request a letter of recommendation from his or her immediate supervisor or from any other employee who is qualified to vouch for the employee's performance and other work-related qualities. However, the only official verification and recommendation, if any, will be the one issued by the Executive Director.

II. O Dress Code:

NASDCTEc and NCTEF require employees to present a neat, professional, and businesslike image to co-workers, members, and the public. Therefore employees must be dressed in appropriate, clean and tidy business attire. Business attire does not include shorts, crop tops, flip flops, exercise attire, strapless tops, any attire with team logos, political logos, or wording/phrases not associated with the organization. Fridays is considered a casual day and jeans are allowed but only if this does not interfere with appropriate attire for the employee's duties, meetings, etc. on that day. If an employee's attire is found to be in violation of this policy, disciplinary action will be taken, at the discretion of the Executive Director. Grooming and hygiene are an equally important part of a professional appearance. Hair should be clean and neat; extreme styles and colors are not acceptable. Tattoos and body piercings (other than modest earrings for women) shall not be visible. NASDCTEc and NCTEF will accommodate requests for dress and grooming that deviate from this Dress Code based on an employee's religious practices as required by law.

II. P "Green" Policy:

NASDCTEc and NCTEF strive to be environmentally conscious and to reduce the organization's carbon footprint. Further, recycling is a mandate for employers residing in Montgomery County, Maryland. Fines can be levied on non compliant organizations. Recycling bins are provided for employee use, as well as briefing materials explaining the county's recycling requirements. Further, employees are encouraged to use recycled paper for drafts of work products (a central paper recycling station has been established) and to recycle all toner cartridges. Employees are requested to turn off their computers and office lights at the close of the business day.

II. Q Kitchen Policy:

NASDCTEc and NCTEF employees have been provided with kitchen facilities. All unmarked condiments and food will be disposed of at close of business each Friday. The building cleaning staff will not clean the kitchen appliances therefore all staff is requested to be courteous and clean up after themselves.

SECTION III: CODE OF CONDUCT

III. A Alcohol and Drug Free Workplace Policy:

NASDCTEc and NCTEF are committed to providing an employment environment that is drug-free, healthful, and safe. While employees are performing their job duties, no employee may use, possess, distribute, sell, be under the influence or engage in the unlawful manufacture, distribution, dispensation, possession, or use of illegal drugs. Any violation will be reported to the appropriate legal authorities.

Employees may not bring alcoholic beverages to work or be under the influence of alcohol while working. Violations of the drug and alcohol policies will result in disciplinary action, up to and including termination of employment.

III. B Employee Relations:

NASDCTEc and NCTEF believe that effective communication is essential to a productive work environment and that all employees should have knowledge of its missions, objectives, priorities, policies, and administrative guidelines. Staff meetings will be held to communicate and gather feedback on important organizational issues. Ideas and creativity to strengthen the organization are always welcome and should be communicated to the employee's supervisor, Executive Director or President.

III. C Whistleblower Policy:

NASDCTEc and NCTEF Boards of Directors believe it is essential to have a safe and comfortable work environment and as such the Board of Directors of both organizations have adopted a whistleblower policy. This policy is in attachment A of the personnel policies and is to be reviewed and signed by each employee annually. There will be no retaliation for reporting incidents that qualify as whistleblowing.

III. D Conflict of Interest Policy:

The NASDCTEc and NCTEF Boards of Directors approved a conflict of interest policy that must be reviewed and signed by all staff and Board members annually or as circumstances may dictate. A copy of the policy is included in attachment B.

III. E Immigration Law Compliance:

NASDCTEc and NCTEF is committed to employing only United States citizens and aliens who are authorized to work in the United States and does not unlawfully discriminate on the basis of citizenship or national origin.

In compliance with the Immigration Reform and Control Act of 1986, each new employee, as a condition of employment, must complete the Employment Eligibility Verification Form I-9 and present documentation establishing identity and employment eligibility. Former employees who are rehired must also complete the form if they have not completed an I-9 with NASDCTEc and NCTEF within the past three years, or if their previous I-9 is no longer retained or valid.

A NASDCTEc or NCTEF employee, who, knowingly, or unknowingly breaks the immigration and/or labor laws of the U.S., may be committing a crime and the organization does not condone such activity. Accordingly, persons who engage in such behavior may be subject to disciplinary action, which may include dismissal.

III. F. Harassment:

NASDCTEc and NCTEF are committed to assuring all employees a bias-free work environment. Harassment based on a protected characteristic or status, such as race, sex, religion, disability, national origin, age, color, marital status, or sexual orientation, is strictly prohibited. Harassment may consist of insults, jokes, or other comments or conduct that may create a hostile, intimidating, or offensive work environment or otherwise interfere with an employee's work performance.

Sexual harassment in particular has also been defined by government regulations as "unwelcome sexual advances, request for sexual favors, and other verbal or physical conduct of a sexual nature... when submission to such conduct if made, either explicitly or implicitly, a term or condition of the individual's employment, ... (when) submission to or rejection of such conduct... is used as the basis for employment decisions affecting such individual."

Harassment in the form of unwelcome sexual advances, request for sexual favors, and other verbal or physical conduct of a sexual nature is also unlawful if it unreasonably interferes with an individual's work performance or creates an intimidating, hostile or offensive work environment.

Employees found to have engaged in harassment will be disciplined as appropriate, up to and including discharge.

If an employee believes that he or she has been the victim of harassment, the employee should immediately discuss the situation with the Executive Director or President. To the degree possible, the investigation will be conducted in such a manner as to protect the privacy of all concerned. There will be no retaliation for reporting incidents of harassment.

III. G. No Smoking Policy:

Smoking is prohibited in the NASDCTEc and NCTEF offices.

III. H. Ethics:

Employees of NASDCTEc and NCTEF hold a position of trust. All employees are required to maintain the highest ethical standards.

III. I Handling of NASDCTEc and NCTEF Funds:

Integrity in the handling of all NASDCTEc and NCTEF monies is of the utmost importance. No one may obligate NASDCTEc or NCTEF financially without the prior approval of the Executive Director.

NASDCTEc and NCTEF may perform a credit/consumer report on prospective employees or current employees who have a fiscal responsibility within the organization. All employees must cooperate in providing the necessary information to, and signing the necessary documents for, NASDCTEc and NCTEF. All information will be kept confidential by NASDCTEc or NCTEF and a copy of such report may be requested by the employee.

III. J Network and Computer Use Policy

Network systems and computer resources are tools provided by NASDCTEc and NCTEF to assist users with their professional duties. Since all items contained within these systems are property of NASDCTEc and NCTEF, users are reminded that this is not a private means of communication and all aspects of the system are accessible by NASDCTEc and NCTEF. This means that all messages composed, sent or received on the network systems and computer resources ; voicemails, texts, instant messages, and other electronic communications are the property of NASDCTEc and NCTEF.

Network systems and computer resources must not be used to create or transmit material that is derogatory, defamatory, obscene or offensive, such as slurs, epithets or anything that might be construed as harassment or disparagement. Similarly, they systems must not be used to solicit others for commercial purposes, causes, outside organizations, chain messages or other non-job-related purposes.

Unlicensed software should not be loaded or executed on the network systems, and licensed software should not be copied onto any media other than for the purpose of backing up hard drive.

Personal use of such tools is permissible on a limited basis. This limited personal use should not be during charged time and should not interfere with job performance. Personal messages may not be broadcast to groups of people or other employees except to appropriate forums (such as designated listservs). Permission for organization-wide broadcasting of personal messages must be obtained from the user's supervisor. Distribution of chain letters, junk mail, jokes, executables, and other large attachments for purely recreational purposes is prohibited.

Users expressly waive any right of privacy in anything they create, store, send or receive on the organization's information system. NASDCTEc and NCTEF can, but is not obliged to, monitor e-mails and internet/computer activity without prior notification. If there is evidence that users are not adhering to the guidelines set out in this policy, NASDCTEc and NCTEF reserves the right to take disciplinary action, including termination and/or legal action.

All passwords must be made known to NASDCTEc and NCTEF upon request. The use of passwords to gain access to the computer system or to secure specific files does not provide users with an expectation of privacy in the respective system or document.

III. K. Telephone, Internet, and Electronic Mail Policy:

The NASDCTEc and NCTEF telephone systems and messaging resources and all items contained within these systems are the property of NASDCTEc and NCTEF. This means that all messages composed, sent or received on the telephone systems and messaging resources, including voicemails are the property of NASDCTEc and NCTEF.

Telephone calls are an important means of communication with NASDCTEc and NCTEF members, customers, and partners and therefore should be handled promptly, efficiently and in a courteous manner. All telephone messages should include the time and date of the call and the correct name, organization, and the telephone number of the caller.

NASDCTEc and NCTEF discourage excessive use of the telephone and electronic mail for personal business. NASDCTEc and NCTEF recognize that it may be necessary to make or accept a limited

number of personal calls and electronic mail communications while at work. However, the frequency and time spent on personal business must be kept to a minimum.

Employees may not conduct business for profit or gain from NASDCTEc and NCTEF telephones or electronic mail. Calls to 1-900 numbers, or other pay per call/premium rate telephone numbers, are prohibited. NASDCTEc and NCTEF staff should utilize the most cost-effective method of telephone use when on travel for association or foundation business.

NASDCTEc and NCTEF may monitor usage of the Internet by employees, including reviewing a list of sites accessed by an individual. No individual should have any expectation of privacy in terms of his or her usage of the Internet. In addition, NASDCTEc and NCTEF may restrict access to certain sites that it deems are not necessary for business purposes. The Internet must not be used to access, create, transmit, print or download material that is derogatory, defamatory, obscene, or offensive, such as slurs, epithets, or anything that may be construed as harassment or disparagement. The Internet must not be used to access, send, receive or solicit sexually-oriented messages or images. Downloading or disseminating of copyrighted material that is available on the Internet is an infringement of copyright law. Permission to copy the material must be obtained from the publisher.

Employees found to be utilizing the internet or electronic mail for inappropriate or illegal uses will be terminated immediately and will not be eligible for payout of annual leave. Further, if any suspected illegal usage of the internet or electronic mail is found, authorities will be contacted without exception.

III. L. Employer Property:

Desk computers and computer disks, filing cabinets, electronic mail, and other items utilized in the course of business are property of NASDCTEc and NCTEF. Such property shall be utilized for business purpose only and may be searched by NASDCTEc and NCTEF as necessary. The Executive Director shall keep all passwords in a confidential file.

III. M Employer Intellectual Property:

NASDCTEc and NCTEF invest significant resources in the products, materials and services it provides to its membership and other consumers. All rights, title, and interest, including copyright, in and to all work of any kind created or produced (e.g. workshop, presentation, service, technical assistance, article, product, research paper, etc.) by and as a NASDCTEc and NCTEF employee, temporary employee, or intern for the purposes of NASDCTEc and NCTEF shall be considered a "work for hire" and NASDCTEc and NCTEF shall own all rights, title, and interest, including copyright, in and to all work of any kind created or produced (e.g. workshop, presentation, service, technical assistance, article, product, research paper, etc.) by and as a NASDCTEc and NCTEF employee, contractor, temporary employee, intern, or volunteer for the purposes of NASDCTEc and NCTEF, whether done on or off premises. No employee is permitted to use these products (in any form) for personal gain either while employed by NASDCTEc and NCTEF or after the employee has left the organization unless expressly given permission to do so by NASDCTEc and/or NCTEF . Each employee agrees to provide any necessary assistance to protect, enforce, or perfect NASDCTEc and NCTEF intellectual property rights. Further, each employee agrees not to register, file, obtain or attempt to register, file, or obtain in his or her own name any patent, copyright, or trademark relating to any work product.

IV. N Internet Postings/Social Media Policy:

Employees who effect postings via the Internet, including but not limited to social networking websites such as Facebook, ~~and~~, and which can be viewed by persons outside of NASDCTEc and NCTEF, should adhere to the following guidelines:

1. Be aware of your relationship with NASDCTEc and NCTEF in online social networks. Ensure your profile and related content will not cause embarrassment or bring disrepute upon NASDCTEc and NCTEF, or subject NASDCTEc and NCTEF to scorn, by virtue of its employment relationship with you.

2. Do not disparage or criticize: (1) the quality or content of products, services, and other offerings of NASDCTEc and NCTEF; (2) policy or legislative positions of NASDCTEc and NCTEF; (3) suppliers, advertisers, and vendors of NASDCTEc and NCTEF; or (4) the field of career technical education.
3. If you discuss matters related to career technical education or other matters within the scope of interest or activity of NASDCTEc and NCTEF, be clear that you are speaking for yourself and not on behalf of NASDCTEc and NCTEF.
4. Do not post or disclose confidential or other proprietary information of NASDCTEc and NCTEF. Ask permission to publish or post materials owned by NASDCTEc and NCTEF.
5. Do not cite or reference members, volunteers, supporters, customers, or constituents without their approval.
6. Do not use ethnic slurs, personal insults, obscenity, or engage in any conduct that would not be acceptable in the workplace.
7. Internet postings should not violate any other applicable policy of NASDCTEc and NCTEF.
8. Finally, always keep in mind that what you publish may reflect on NASDCTEc and NCTEF.

Nothing in this policy is designed to interfere with, restrain, or prevent communications by non-supervisory employees regarding terms and conditions of employment.

IV. O *Outside Employment and Other External Activities*

Employees must obtain approval from the Executive Director or President before accepting outside employment. Approval will be based on possible conflict of interest, any interference with the employee’s ability to perform his or her duties for NASDCTEc and NCTEF, and interference with regular working hours. Activity related to outside employment may not take place during the employee’s regular hours nor involve the use of the NASDCTEc and NCTEF’s resources.

Any employee who wishes to serve in an advisory capacity for another organization or serve on the board of any organization must first obtain approval from the Executive Director or President . Approval will be granted based on possible conflict of interest and interference with the employee’s ability to perform his or her duties for NASDCTEc and NCTEF.

SECTION IV: LEAVES AND HOLIDAYS

IV. A *Annual Leave:*

Employees begin to accrue leave time from the date of employment. Employees may use annual leave after completion of the six-month probationary period. Leave time will be accrued with each pay period. DPY = days per year

Length of employment:		Annual Leave:
1 - 3 years		3.34 hours per pay period (10 DPY)
3 - 5 years		5 hours per pay period (15 DPY)
5 - 9 years		6 hours per pay period (18 DPY)
9 + years		7 hours per pay period (21 DPY)

Employees may accrue annual leave up to a maximum of thirty days. Any leave above the thirty-day cap will be transferred to the employees sick leave account. Annual leave time will be pro-rated for part-time employees.

Upon departure from NASDCTEc or NCTEF, employees shall receive a lump sum payment for accumulated annual leave-to-date. Calculation of the final annual leave balance (how much time is available and at what compensation level) will be based on the last day worked.

An employee hired on or before the fifteenth of the month accrues annual leave for that month. An employee hired after the fifteen of the month begins accruing annual leave the following month. Employees who resign or are terminated on or before the fifteenth the month do not accrue annual leave for that month.

Employees must request annual leave, in writing, at least two weeks before the employee intends to use the leave. The employee's direct supervisor must approve the annual leave request. If leave is requested less than two weeks from the date the employee wishes to use the leave, the leave may be disallowed or approved as leave without pay. [In general, annual leave will not be authorized the two weeks prior to an annual conference or meeting \(e.g. spring meeting, fall meeting, etc.\).](#)

Use of annual leave must be approved in advance by employee's direct supervisor or the Executive Director. If an employee has given notice of leaving NASDCTEc/NCTEF's employment, the employee is not allowed to use annual leave during the last two weeks of employment with the organization.

IV. B Sick Leave:

NASDCTEc and NCTEF offer 12 paid sick leave days per year, one per month, to permanent staff. This leave can be accrued to a maximum of 90 days. Sick leave will be pro-rated for part-time employees. For absences of more than five consecutive days, the Executive Director may request a doctor's statement. Sick leave is not compensable upon departure or termination.

If an employee is sick, the employee must notify his/her immediate supervisor prior to his/her regularly scheduled start time of the day the employee will be absent. If the employee does not provide such notification, the leave will be deducted as annual leave rather than sick leave.

If the employee is using sick leave for a doctor's appointment, the leave request must be made in writing at least two weeks before the date of the appointment. The leave request must be approved by the employee's supervisor.

All sick leave must be submitted in writing to the employee's direct supervisor.

IV. C Additional Leave:

NASDCTEc and NCTEF permanent employees who have successfully completed the probationary period leave will have off between the Christmas and New Year holiday. This leave will not be deducted from an employee's annual leave balance. This leave cannot be transferred or accrued. The dates for this leave will be set by the Executive Director annually and are not compensable upon departure or termination.

IV. D Bereavement Leave:

Bereavement leave may be granted for the death of a close family member, such as a spouse, child, mother, father, sister, brother, parent-in-law, grandparents or other individuals as approved by the Executive Director or President. Generally, three days is approved for bereavement leave, however the Executive Director or President may extend or limit this leave as appropriate.

IV. E Inclement Weather Absence or Early Dismissal:

When the federal government's "liberal leave" policy is in effect, employees should follow that schedule. If an employee is unable to make it in, he/she must notify the Executive Director. In this case, annual leave will be charged for scheduled work missed. When the federal government closes due to inclement weather, NASDCTEc and NCTEF offices will also be closed. If the office is closed, time is recorded as administrative leave.

The Executive Director determines when an early dismissal is appropriate, generally following the lead of the federal government. Administrative leave is charged for time off due to early dismissal. Unless the office is officially closed, employees are expected to avoid leaving early, unless they have hazardous traveling conditions or special family needs, such as schools closing. In this case, annual leave will be charged for work missed.

IV. F Court Leave:

Employees are encouraged to fulfill their civic responsibilities, including participation in jury duty. Time off for jury duty will be granted to all employees upon presentation of the summons. Exempt employees who are on jury duty for less than one workweek will be paid the difference between their regular pay and jury duty pay for that workweek. For circumstances, where jury duty calls for a commitment beyond one workweek, compensation will be negotiated with the Executive Director and or President. NASDCTEc and NCTEF reserve the right to request employees to seek permission from the courts to have their jury duty rescheduled, under appropriate circumstances.

IV. G Holidays:

NASDCTEc and NCTEF observe all ten federal holidays: New Year's Day, Martin Luther King Jr.'s Birthday, President's Day, Memorial Day, Independence Day, Labor Day, Columbus Day, Veteran's Day, Thanksgiving Day and Christmas Day. Presidential Inauguration Day is also observed. In addition, NASDCTEc and NCTEF offices are closed the Friday after Thanksgiving.

Exempt employees who work on a holiday will be entitled to another day off, to be approved and scheduled in advance. Part-time employees who work on a holiday will be entitled to overtime compensation.

Holidays that fall on Saturday will normally be observed on the preceding Friday. Holidays that fall on Sunday will normally be observed on the following Monday.

IV. H Leave Without Pay:

While neither NASDCTEc nor NCTEF are subject to the Federal Family and Medical Leave Act, unpaid leave may be granted, on a case-by-case basis for (1) the birth of a child of the employee; (2) the adoption of a child by the employee; (3) the care of a family member of the employee who has a serious health condition; or (4) a serious health condition of the employee that renders the employee unable to perform the functions of the employee's position.

Employees who have been employed by NASDCTEc and NCTEF for 12 months are eligible for up to twelve weeks leave without pay for requests that meet the criteria above. If such leave is granted, NASDCTEc and NCTEF may also agree to pay for the health insurance coverage as described in V.B. during the leave period, on the condition that the employee returns to full time employment with NASDCTEc and NCTEF after the twelve-week period. If the employee does not return or voluntarily departs NASDCTEc/NCTEF within six months of returning following the leave without pay period, the employee will be responsible for reimbursing NASDCTEc/NCTEF for these health care costs. These costs will be deducted from the final paycheck. No other benefits are available to the employee during the twelve-week leave without pay period.

SECTION V: EMPLOYMENT BENEFITS

V. A Group Life Insurance:

NASDCTEc and NCTEF provide term life insurance coverage through Forest T. Jones, Inc. in an amount equal to one and one half times the employee's salary. Life insurance is offered in \$~~520~~,000 increments. Coverage will be at the closest increment to one and one half times the employee's salary. Employees are eligible for this benefit upon the completion of the six-month probationary period and begin the first full pay period after the probationary period expires. **If the employee is deemed ineligible for life insurance by the life insurance company, NASDCTEc/NCTEF is unable to offer this benefit to the employee.**

V. B Health Insurance:

NASDCTEc and NCTEF provide health care coverage for all employees through the association's health insurance plan. Employees may elect to have family coverage, at the employee's own expense. Employees are eligible for health insurance coverage on the first day of the month following 30 days

continuous eligible employment. Upon termination of employment the coverage will end on the last day of the month in which employment terminates.

V. C Retirement Program:

Employees are eligible for to participate in the NASDCTEc and NCTEF 401(k) retirement plan on the first day of the first full month after an employee has been employed by NASDCTEc and NCTEF for 12 months. NASDCTEc and NCTEF will contribute nine percent of the employee's gross current salary to the retirement plan.

V. D Part-time employees:

Regular part-time employees who work at least 20 hours per week may be eligible for employee benefits. Part-time employees are not eligible for participation in the health insurance plan, life insurance benefits, or paid holiday leave. Per plan documents, part-time employees are eligible for participation in the 401(k) after meeting eligibility criteria.

V.E. Transportation Reimbursement

With appropriate documentation, employees are eligible to receive up to one hundred and fifty five dollars per month to offset the employee's commuting expenses. Employees will receive these benefits via an electronic transfer to the employee's SmartTrip card or direct payment to the landlord for parking. The employee is responsible for purchasing his/her SmartTrip card. Staff can request that some or all of this benefit be in the form of a reimbursement of other commuting expenses (e.g. MARC, VRE, parking, bus tokens, etc.) pending approval of the appropriate documentation (e.g. receipts). Employees are eligible for this benefit upon the completion of the six-month probationary period.

V.F. Disability Coverage

Staff will be given the opportunity to purchase disability coverage through a third party vendor. This benefit is at the employee's expense and is available only upon completion of the probationary period.

SECTION VI: EMPLOYEE EVALUATIONS

VI. A Performance Evaluation:

NASDCTEc and NCTEF believe that performance evaluation is a continuous process of feedback and two-way communication between employees and the Executive Director or President. Each employee is entitled to a timely, semi-annual formal assessment of his or her performance and abilities. This ensures that employees have a clear definition of the role they play in achieving the objectives of the organization, as well as an understanding of the criteria that will be used in their formal performance evaluation.

Explicit and objective evaluations are encouraged. Evaluations will be conducted openly and constructively, while avoiding using subjective criteria for measuring performance. An employee is evaluated against the responsibilities of the position.

The performance evaluation process:

- Is an opportunity for the employee and the Executive Director or President to discuss the responsibilities of the position and exchange ideas on the position's potential development;
- Clarify expectations of both the Executive Director or President and the employee;
- Identify the employee's areas of strength and areas of needed development;
- Identify training needs; and
- Provide a basis for setting merit salary increase and determining promotions.

Employees are rated using the following categories:

Outstanding Performance: Job performance is exceptional and consistently exceeds the requirements and expectations of the position in all areas. The employee has made extraordinary contributions to NASDCTEc and NCTEF and has shown a high degree of initiative, resourcefulness, and good judgment. This is a level 5 on the performance evaluation scale.

Commendable Performance: Job performance clearly exceeds the requirements and expectations of the position in most areas. The employee provides high quality work and possesses exceptional knowledge about his or her responsibilities. This is a level 4 on the performance evaluation scale.

Satisfactory Performance: Job performance fully meets the requirements and expectations in all area of the position. Areas for improvement are noted. This is a level 3 on the performance evaluation scale.

Marginal Performance: Job performance meets minimal requirements. Major areas for improvement are noted. The employee may be placed on a performance improvement program, normally for thirty days. If improvement to a fully satisfactory performance is not noted within this period, the employee may be terminated. This is a level 2 on the performance evaluation scale.

Unsatisfactory Performance: Job performance is below an acceptable level. The employee may be placed on a performance program, normally for 30 days. If improvement to a fully satisfactory performance is not noted within this period, the employee will be terminated. This is a level 1 on the performance evaluation scale.

The discharge of an employee for unsatisfactory performance generally may be preceded by verbal and written warnings and suspension. However, at management discretion, employees may be separated from NASDCTEc or NCTEF without prior warning. Nothing in this policy provides any contractual rights regarding employee discipline or counseling, and this policy in no way shall be read as modifying the at-will employment relationship between NASDCTEc and NCTEF and its employees.

VI. B Performance Evaluation Procedures:

At the end of the first 90 days of employment, employees will receive an evaluation. A second review will be conducted at the end of the first six months of employment. Written performance evaluations are given to all employees at the end of their initial three months of employment, on their first anniversary date and annually thereafter. After the first anniversary date, verbal performance check ins are given at each six-month point.

Completed performance reviews must be signed by employee's director supervisor, the Executive Director and the employee.

SECTION VII: TERMINATION

Employees can be terminated voluntarily or involuntarily. Every effort is made to effect a smooth transition from the organization, ensuring that employees are granted all rights and benefits to which they are entitled.

VII. A Voluntary Termination:

NASDCTEc and NCTEF would appreciate employees providing the Executive Director or President of the association with at least 30 days written notice before leaving NASDCTEc or NCTEF.

VII. B Involuntary Termination:

It is not possible to list all forms of behavior that would warrant dismissal and are considered unacceptable in the workplace. The following are examples of infractions of rules of conduct that may result in disciplinary action, up to and including termination of employment:

- Theft or inappropriate removal of possession of NASDCTEc or NCTEF property;
- Falsification of time keeping records or expense reports;
- Working under the influence of alcohol or illegal drugs;
- Possession, distribution, sale, transfer, or use of illegal drugs in the workplace, while on duty or while operating employer-owned equipment;

- Fighting or threatening violence in the workplace;
- Insubordination or other disrespectful conduct;
- Sexual harassment;
- Lack of work, funds or elimination of position;
- Unsatisfactory performance or conduct; inability to perform the essential functions of the job.

Employment with NASDCTEc or NCTEF is at the mutual consent of NASDCTEc or NCTEF and the employee and either party may terminate that relationship at any time, with or without cause, and with or without advance notice.

The Executive Director will approve all terminations and suspensions.

VII. C Accrued Pay and Leave:

Terminated employees are entitled to a final paycheck on their last day of employment, provided all keys, passwords, association/foundation property and equipment are returned. The final check will include all earnings through the last day of employment and payment for up to thirty days of accrued vacation at the employee's regular rate of pay, less any outstanding expenses or overdrawn sick leave or other uncleared financial obligations.

VII. D Unemployment Compensation:

NASDCTEc and NCTEF contribute to the Maryland's unemployment compensation program, which provides weekly salary payments to unemployed persons. NASDCTEc and NCTEF's contributions are established by the Maryland government. Eligibility for unemployment compensation is determined by the unemployment compensation agency in the state in which the unemployment person files, not NASDCTEc or NCTEF, NASDCTEc and NCTEF will verify the reason for termination, which is stated on the employee's application for unemployment compensation.

EMPLOYEE ACKNOWLEDGEMENT FORM

I have received and read this revision of the NASDCTEc and NCTEF PERSONNEL POLICIES and I understand that it is my responsibility to follow the policies contained in it, as well as any revisions made to it. I understand that the handbook is a statement of policies and is not an express or implied contract of employment or a legal document.

I further understand that I am employed at-will, that both NASDCTEc and NCTEF and I are free to terminate the employment relationship at our discretion, and that no supervisor or other employee, other than the Executive Director, has the authority to alter this relationship.

Since the information, policies, and benefits described here are necessarily subject to change, I acknowledge that further revisions to the NASDCTEc and NCTEF PERSONNEL POLICIES may occur.

Acknowledged and Accepted by:

Signature: _____

Print Name: _____ Date: _____

APPROVED WHISTLEBLOWER POLICY

Should any person have knowledge of any illegal or unethical conduct in connection with the finances or other aspect of NASDCTEc or NCTEF operations, that person should inform the Executive Director. If the alleged wrongdoing concerns the Executive Director, then the NASDCTEc President or other Executive Committee member of the NASDCTEc or NCTEF should be notified instead.

Should the Executive Director, President, or other Officer or Director of NASDCTEc or NCTEF receive information regarding alleged illegal or unethical conduct in connection with the finances or other aspect of NASDCTEc or NCTEF operations, that person shall inform the Executive Committee.

The Executive Committee shall investigate all credible allegations. At all times respecting the privacy and reputation of individuals involved to the extent possible, the Executive Committee shall inform the Board of Directors if any material allegation is confirmed, or if the Committee otherwise believes that the Board of Directors should be made aware of the situation. Should any member of the Executive Committee be the subject of an allegation of wrongdoing, that member shall recuse themselves from any investigation, deliberation, and decision-making.

There will be no punishment or other retaliation for the good faith reporting of conduct pursuant to this policy. If the person providing the information requests anonymity, this request will be respected to the extent that doing so does not impede any investigation or resolution.

Employee's name: _____

Employee's signature: _____

Supervisor's name: _____

Supervisor's signature _____

Date: _____

**NASDCTEc/NCTEF
EMPLOYEE CONFLICT OF INTEREST POLICY**

PURPOSE: This Conflict of Interest Policy has been adopted to protect the integrity of purchasing and other decisions and actions of NASDCTEc and NCTEF.

DISCLOSURE: An employee shall disclose to the Executive Director any business or personal relationship of the Employee with any vendor or other firm, organization, or individual with which NASDCTEc or NCTEF do business or are actively considering doing business.

IMPROPER INFLUENCE: An employee shall not attempt to influence any decision of NASDCTEc or NCTEF to do business with any vendor or other firm, organization, or individual with which the Employee has a business or personal relationship.

GIFTS AND GRATUITIES: No employee shall accept gifts, services, transportation, meals, lodging, entertainment, or similar items or benefits from a vendor or other firm, organization, or individual with which NASDCTEc or NCTEF has, or is actively considering, a contractual or other business relationship, with a value totaling more than \$250 annually. This prohibition shall not apply to complimentary lodging, meals, or transportation provided by hotels, convention centers, or convention and visitors bureaus in connection with meetings or events of NASDCTEc or NCTEF, including site visits.

FEES FOR ADVISORY SERVICES: No employee shall accept any fee or other consideration for advising or consulting services provided to any person who has an interest in an issue, matter, or transaction related to the interests of NASDCTEc or NCTEF.

Employee's name: _____

Employee's signature: _____

Supervisor's name: _____

Supervisor's signature _____

Date: _____

NASDCTEc FY14 Financial Report
Report prepared by Kimberly Green, Executive Director

The FY14 report reflects reconciled statements from July 1, 2013 through February 28, 2014 or 67% of the fiscal year.

INCOME:

While 67% of the fiscal year has passed, NASDCTEc has received 97% of its budgeted income. The majority of dues income has been received, as well as the meeting registrations and sponsorships. The balance of income due for the rest of the fiscal year will be derived from interest and small contracts, as well as one large state's dues that comes in at the very end of the fiscal year. This is a very strong cash position.

EXPENSES/LIABILITIES:

Expenses are at 61% of the budgeted total, with is appropriate for this point in the fiscal year. All expenses are on target with where they should be at this time of year. The budget spreadsheet provides detailed information for each line item.

ASSETS:

At the start of the fiscal year, the Association's fiscal position was strong with total assets at \$2,642,000.88 and equity at \$2,336,933.69.

COMMUNICATIONS BUDGET:

When the communications plan was authorized in Spring 2010, the Board approved up to \$750,000 in reserves to be spent on campaign related activities. To date, expenditures have totaled \$272,376.80. While not being charged against the approved budget, there are two categories where we are documenting expenses against this project based on the proportion of staff time – staff salaries/benefits - \$222,990.60 and rent – \$46,186.35. The accountant recommended that these expenses are reflected this way on our financial statements given the substantial amount of time the organization is dedicating to this effort.

STATE ACCOUNT UPDATE:

As of December 31, 2014 all state accounts have been drawn down to zero. Funds were used to pay for registration and travel fees for the Fall meeting, FY 15 dues and Spring meeting registrations as well.

**INVESTMENT REPORT SUBMITTED BY MARK FRIESE OF MERRILL
LYNCH:**

The FY14 time weighted return for the overall portfolio is 7.51%. The equity portion of the account is doing well compared to the index. For FY14, the cumulative rate of return is 17.55% compared to the S&P index of 15.76%.

“Both the Association account and the Foundation accounts are in line with the ranges of the investment policy statement. Currently equity positions are at the upper end of the investment policy range while bonds are at the lower end of their range. Interest rates are still near historical lows. We expect the current administration to continue to keep interest rates at historically low levels for the near future. As interest rates rise bonds decline, so currently we have bonds at the lower end of the policy range. We see no indication that interest rates will be rising significantly in the near term. When interest rates start to increase we will reallocate from equities to bonds

*2013 was an exceptional year for the equity markets. The return far exceeded historical averages. Interestingly and as we expected bonds did not fare so well. Bonds for 2013 produced a negative rate of return for the first time in many years. The top two sectors of the equity market in 2013 were health care and financials. Health care reform and low interest rates helped these two sectors perform very well. Although the U.S. economy is showing strong indications of economic recovery the overseas market is still volatile and fragile. We are also watching carefully the potential changes in U.S. tax law and policy. Our current exposure to the international markets is below 1%. Sufficient cash is available to meet intermediate cash flow needs that were estimated by the association except as noted above. **No changes are currently recommended.**”*

NASDCTEc FY14 BUDGET				
	Approved	Actual as of	Actual to	Notes
INCOME	FY14	2/28/2014	Budget	
			67% of fiscal year	
State Memberships	\$484,631.10	\$494,254.00	102%	Actual income. All dues paid except for CA, PR and VI. CA dues must be paid after FY ends.
Associate & Org. Memberships	\$38,272.25	\$43,450.00	114%	Actual income. Outstanding dues equal \$1950
Conference Registrations	\$99,000.00	\$120,552.50	122%	Better than projected attendance at both spring and fall meetings. 143 attended the fall meeting. 170 are registered for the spring meeting as of 3/17/14.
Conference Sponsorships	\$25,000.00	\$45,500.00	182%	Much better than projected sponsorships for both meetings. Several new sponsors signed up.
Interest/Dividend	\$60,000.00	\$31,609.14	53%	Books reconciled through 2/28/14. A bit behind target.
Contract approved increases/bont	\$32,800.00	\$0.00	0%	
Other income	\$10,000.00	\$4,737.33	47%	Includes honorarium and income from small contract (RTI and Army)
Approved funds for Alignment study	\$41,750.00	\$41,515.00	99%	Payments made in full.
Reserve fund withdraw	\$16,056.61	\$0.00	0%	None needed at this point in the fiscal year.
TOTAL REVENUES	\$807,509.96	\$781,617.97	97%	
EXPENSES				
Allocated Expenses to Specific Projects				
Speakers	\$3,500.00	\$425.05	12%	Limited expenses incurred for the fall meeting.
Meals (Hotels/Catering)	\$40,000.00	\$16,388.12	41%	Slightly above target for fall meeting but this was because of higher # of registrations. No spring expenses to date.
Travel/Lodging	\$18,950.00	\$13,810.17	73%	Higher than projected as budget did not account for Board retreat or joint Exec Cmte meeting with ACTE. Will likely go over budget in this category as a result.
Awards/Gifts	\$2,125.00	\$684.66	68%	Only includes fall meeting charges. Annual awards program charges have not shown up yet. We should be on target.
Audio Visual	\$5,000.00	\$1,454.17	14%	Fall expenses were on target. Spring meeting hotel charges are usually greater because we have to pay for sound/speakers.
Printing/Copying	\$2,000.00	\$340.74	17%	A bit below projections but a reflection of more communication happening electronically.
Communications	\$6,372.00	\$2,854.02	45%	On target.
Postage/Overnight	\$550.00	\$140.36	26%	A bit below projections but a reflection of more communication happening electronically.
Supplies	\$2,100.00	\$657.10	31%	On target.
Education/Training	\$2,500.00	\$1,090.00	44%	On target.
Subscriptions/Dues	\$8,769.79	\$6,796.94	78%	On target. Most subscriptions are annual expenses.
Bank Charges -CC FEES	\$3,500.00	\$2,558.67	73%	A bit above target due to higher than projected registrations. This # is based on registrations and memberships paid by credit card.

Contractors	\$11,800.00	\$5,084.75	43%	On target.
Alignment Study	\$41,750.00	\$41,515.00	99%	Contract complete. Paid in full.
Subtotal - Specific Projects	\$148,916.79	\$93,799.75	63%	
General & Administrative Expenses				
Salaries	\$392,255.35	\$220,632.57	56%	This reflects NASDCTEC's portion of the salaries through 12/31/13 and the full salaries for January and February. NCTEF will reimburse its portion of the salaries for the second half of the year in early July.
Bonuses	\$15,200.00	\$2,000.00	13%	
Full employee benefits	\$90,825.82	\$69,770.45	77%	This reflects NASDCTEC's portion of the benefits through 12/31/13 and the full salaries for January and February. NCTEF will reimburse its portion of the benefits for the second half of the year in early July.
Rent	\$87,000.00	\$56,574.92	65%	On target. Paid through end of February 2014.
Licenses/Fees	\$2,675.00	\$2,470.81	92%	On target. Annual fee for 401(k) plan and incorporation fee.
Office Supplies	\$750.00	\$313.50	42%	On target.
Communications	\$250.00	\$166.42	67%	On target.
Postage/Overnight	\$300.00	\$111.93	37%	On target.
Printing/Copying	\$25.00	\$0.00	0%	On target.
Equipment & Furniture	\$5,150.00	\$1,012.50	20%	Includes copier lease only. Balance of equipment on hold pending filling of staff positions.
Bank Charges	\$300.00	\$198.60	66%	On target.
Merrill Lynch Charges	\$26,000.00	\$21,433.83	82%	Three quarters have been paid. Slightly higher than projected as fees are based on size of portfolio.
Accounting	\$32,000.00	\$21,152.10	66%	On target.
Legal	\$1,350.00	\$162.50	12%	On target. Fee was for annual review of personnel policies. Additional charges to come for review of bylaws.
Insurance - Directors	\$3,912.00	\$3,648.02	93%	On target. The insurance fees are annual charges.
Liaison & Meetings	\$600.00	\$93.50	16%	On target.
Total G & A Expenses	\$658,593.17	\$399,741.65	61%	
Total Project Expenses	\$148,916.79	\$93,799.75	63%	
TOTAL EXPENSES	\$807,509.96	\$493,541.40	61%	
INCOME LESS EXPENSES	\$0.00	\$288,076.57		

Communications Campaign (multi year expenses)

NOTE: Total budget approved for campaign was \$750,000

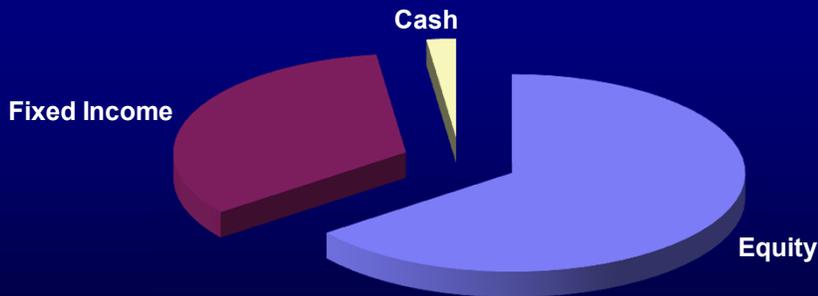
5100 Consultants	\$237,253.26	David & Associates contract for branding, spring meeting presentation/roll out and web site redesign, graphic designer, new video, branding best practices work, building customizable state templates
5110 Postage and Delivery	\$2,198.34	Mailing of tubes to membership about web site, shipment of vision papers and brochures to presentations
5120 Telephone/Communication	\$3,420.09	Conference calls, Communications Committee, portion of cell phone and office line related to communications work
5130 Supplies	\$2,225.33	Signage, banner, toner for color printing
5140 Travel/Lodging	\$11,570.17	This is staff travel to give presentations and for Dean to come to the MD office to work on branding strategy and web site redesign.
5190 Printing and Copying	\$11,477.96	Second printing of vision papers, CTE brochures, CTE posters, CTE folder, business cards
5210 Awards/Gifts	\$101.95	Thank you for voice over on video (did not charge a fee)
5220 Publications and Subscriptions	\$2,462.67	Constant Contact subscription for newsletter (multiple years); Survey
5300 Legal	\$1,287.79	Trademark of logo
5240 Banking Fees	\$379.24	Credit card processing for vision paper, CTE brochures and CTE posters - reimbursement of expenses
TOTAL:	\$272,376.80	
Additional expenses not charged against project; just an FYI		
Staff salaries and benefits - based on % of	\$222,990.60	Multi-year total thorough February 28, 2014
Rent - based on % of time	\$46,186.35	Multi-year total thorough February 28, 2014
	\$269,176.95	

NASDCTEc
Balance Sheet
As of February 28, 2014

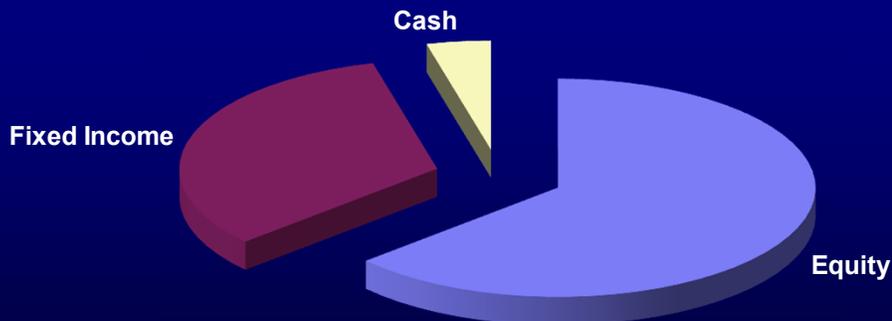
	Total
ASSETS	
Current Assets	
Bank Accounts	
1010 Cash- Bank of America	75,820.31
1017 Merrill Lynch Cash - 749	155,223.36
1018 Merrill Lynch Cash - 7WD	40,480.66
Total Bank Accounts	\$ 271,524.33
Accounts Receivable	
1200 Accounts Receivable	62,974.52
Total Accounts Receivable	\$ 62,974.52
Other current assets	
1100 Investments	
1131 Government Bonds	686,179.15
1159 Equities	1,563,581.82
Corporate Bonds	
1126 Entergy Mississippi	33,645.87
Total Corporate Bonds	\$ 33,645.87
Total 1100 Investments	\$ 2,283,406.84
1275 Security Deposit	9,000.00
1299 Accrued Interest Receivable	1,491.03
1300 Prepaid Expense	278.31
1499 Undeposited Funds	3,275.00
Total Other current assets	\$ 2,297,451.18
Total Current Assets	\$ 2,631,950.03
Other Assets	
1400 Furniture and Fixtures	25,879.23
1405 Accumulated Depreciation - Furniture and Fixtures	-15,905.45
1410 Equipment	21,705.59
1450 Accumulated Depreciation- Equipment	-21,628.52
Total Other Assets	\$ 10,050.85
TOTAL ASSETS	\$ 2,642,000.88
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
2000 Accounts Payable {105}	-8,891.05
Total Accounts Payable	-\$ 8,891.05
Other Current Liabilities	
2070 Accrued Vacation	58,536.24
2099 Deferred Revenue	
2134 Deferred State Dues FY 13-14	199,557.00
2135 Deferred Associate Dues FY 13-14	22,863.00
2136 Deferred State Dues FY 14-15	26,752.00
2138 Deferred Income FY 14 - 15	6,250.00
Total 2099 Deferred Revenue	\$ 255,422.00
Total Other Current Liabilities	\$ 313,958.24
Total Current Liabilities	\$ 305,067.19
Total Liabilities	\$ 305,067.19
Equity	
3000 Net Assets	1,954,431.63
3900 Earnings	189,843.70
Net Income	192,658.36
Total Equity	\$ 2,336,933.69
TOTAL LIABILITIES AND EQUITY	\$ 2,642,000.88

National Association of State Directors
 Current Asset Allocation
 Association Accounts 749-04H01 & 7WD-04H50
 Period: July 2013- February 2014

<i>Current Portfolio</i>	Asset Allocation Type:		Per Investment Policy Statement
	Equity	63%	\$ 1,507,690
	Fixed Income	33%	\$ 777,193
	Cash	2%	\$ 95,704
	Sub-Total	98%	\$ 2,380,587
	Cash Reserves		\$ 100,000
	Total Portfolio Value		\$ 2,480,587



<i>Proposed Portfolio</i>	Asset Allocation Type:		Per Investment Policy Statement
	Equity	63%	\$1,507,690
	Fixed Income	33%	\$777,193
	Cash	4%	\$95,704
	Sub-total		\$2,380,587
	Cash Reserves		\$100,000
	Portfolio Value	100%	\$2,480,587



Relative Performance - Equity: Yearly

Performance period: 07/01/2013 to 02/28/2014

Period	ROR(%)		SPX(%)	
	Year	Cum	Year	Cum
2014	1.33	17.55	0.60	15.76
US Equity	1.33	17.38		
International Equity	1.16	25.75		
2013	16.02	16.02	15.07	15.07
US Equity	15.84	15.84		
International Equity	24.31	24.31		

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.

SPX = S&P 500 Price Return

Time Weighted Rate of Return by Period: Yearly

Performance period: 07/01/2013 to 02/28/2014

Period	Opening Balance(\$)	Contributions/ (Withdrawals)(\$)	Interest/ Dividends(\$)	Appreciation/ (Depreciation)(\$)	Closing Balance(\$)	ROR Period(%)	ROR Cum(%)
2014	2,493,916	(50,000)	7,441	28,234	2,479,592	1.47	7.51
2013	2,231,686	125,000	33,504	103,727	2,493,916	5.95	5.95
Total	2,231,686	75,000	40,945	131,961	2,479,592		7.51

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.

Account Review Summary 07/01/2013 through 02/28/2014

Account 749-04H01

Security Name	Quantity	Cost Basis	Date Purchased	Date Sold/Mat	Sales Price	Market Value	Gain or (loss)	Realized Gain/Loss	Yield
Association-E.T.F.'s (749-04H01)									
<i>Ishares Barclays Tips (TIP)</i>	465	\$ 56,102	07/10/12	01/22/14	\$ 51,625	\$ -	\$ -	\$ (4,477)	n/a
<i>Ishares Barclays Tips (TIP)</i>	26	\$ 3,147	07/18/12	01/22/14	\$ 2,887	\$ -	\$ -	\$ (260)	n/a
<i>Ishares Barclays Tips (TIP)</i>	100	\$ 12,247	10/31/12	01/22/14	\$ 11,102	\$ -	\$ -	\$ (1,145)	n/a
<i>Ishares DJ US Consumer Goods (IYK)</i>	353	\$ 25,496	07/10/12			\$ 33,288	\$ 7,792		n/a
<i>Ishares DJ US Consumer Goods (IYK)</i>	72	\$ 5,337	10/31/12			\$ 6,790	\$ 1,452		n/a
<i>Ishares DJ US Consumer Goods (IYK)</i>	5	\$ 471	01/22/14			\$ 472	\$ 0		n/a
<i>Ishares Dow Jones US Energy (IYE)</i>	289	\$ 10,944	07/10/12			\$ 14,427	\$ 3,483		n/a
<i>Ishares Dow Jones US Energy (IYE)</i>	59	\$ 2,416	10/31/12			\$ 2,945	\$ 529		n/a
<i>Ishares Dow Jones US Energy (IYE)</i>	30	\$ 1,489	01/22/14			\$ 1,498	\$ 9		n/a
<i>Ishares Russell Midcap (IWR)</i>	1000	\$ 96,760	10/20/06			\$ 155,640	\$ 58,880		n/a
<i>Ishares Russell Midcap (IWR)</i>	466	\$ 26,967	04/03/09			\$ 72,528	\$ 45,561		n/a
<i>Ishares Russell Midcap (IWR)</i>	298	\$ 32,577	10/31/12			\$ 46,381	\$ 13,804		n/a
<i>Ishares Tr Dow Jones US Tech (IYW)</i>	588	\$ 41,353	07/10/12			\$ 53,493	\$ 12,140		n/a
<i>Ishares Tr Dow Jones US Tech (IYW)</i>	119	\$ 8,376	10/31/12			\$ 10,826	\$ 2,450		n/a
<i>Ishares Tr Dow Jones US Tech (IYW)</i>	28	\$ 2,118	05/10/13			\$ 2,547	\$ 429		n/a
<i>Ishares TR Dow Jones (DVY)</i>	104	\$ 5,000	08/12/11			\$ 7,487	\$ 2,487		n/a
<i>Ishares TR Dow Jones (DVY)</i>	826	\$ 45,742	06/07/12			\$ 59,464	\$ 13,722		n/a
<i>Ishares TR Dow Jones (DVY)</i>	1733	\$ 97,546	07/10/12			\$ 124,759	\$ 27,213		n/a
<i>Ishares TR Dow Jones (DVY)</i>	541	\$ 31,251	10/31/12			\$ 38,947	\$ 7,695		n/a
<i>Ishares TR Dow Jones (DVY)</i>	32	\$ 2,100	05/10/13			\$ 2,304	\$ 204		n/a
<i>Ishares TR Dow Jones (DVY)</i>	851	\$ 59,965	12/10/13			\$ 61,263	\$ 1,298		n/a
<i>Ishares TR Dow Jones (DVY)</i>	277	\$ 19,729	01/22/14			\$ 19,941	\$ 212		n/a
<i>Ishares TR Dow Jones (DVY)</i>	109	\$ 7,711	02/14/14			\$ 7,847	\$ 136		n/a
<i>S&P US PFD STK Index Fund (PFF)</i>	148	\$ 5,604	02/23/10			\$ 5,710	\$ 106		n/a
<i>S&P US PFD STK Index Fund (PFF)</i>	496	\$ 18,781	02/23/10	02/14/14	\$ 18,967	\$ -	\$ -	\$ 186	n/a
<i>S&P US PFD STK Index Fund (PFF)</i>	471	\$ 17,977	07/15/10			\$ 18,171	\$ 194		n/a
<i>S&P US PFD STK Index Fund (PFF)</i>	322	\$ 12,593	07/10/12			\$ 12,423	\$ (170)		n/a
<i>S&P US PFD STK Index Fund (PFF)</i>	292	\$ 11,689	10/31/12			\$ 11,265	\$ (423)		n/a
<i>S&P US PFD STK Index Fund (PFF)</i>	254	\$ 10,400	05/10/13			\$ 9,799	\$ (601)		n/a

Spdr Gold Trust (GLD)	133	\$ 20,455	06/07/12			\$ 16,973	\$ (3,482)		n/a
Spdr Gold Trust (GLD)	27	\$ 4,498	10/31/12			\$ 3,446	\$ (1,052)		n/a
Vanguard Consumer (VCR)	308	\$ 19,973	04/26/11			\$ 33,436	\$ 13,463		n/a
Vanguard Consumer (VCR)	62	\$ 4,589	10/31/12			\$ 6,731	\$ 2,141		n/a
Vanguard Consumer (VCR)	6	\$ 632	01/22/14			\$ 651	\$ 19		n/a
Vanguard Dividend (VIG)	486	\$ 25,602	08/03/11			\$ 36,435	\$ 10,833		n/a
Vanguard Dividend (VIG)	429	\$ 24,144	06/07/12			\$ 32,162	\$ 8,018		n/a
Vanguard Dividend (VIG)	1734	\$ 98,102	07/10/12			\$ 129,998	\$ 31,896		n/a
Vanguard Dividend (VIG)	538	\$ 31,647	10/31/12			\$ 40,334	\$ 8,687		n/a
Vanguard Dividend (VIG)	812	\$ 59,982	12/10/13			\$ 60,876	\$ 893		n/a
Vanguard Dividend (VIG)	266	\$ 19,716	01/22/14			\$ 19,942	\$ 226		n/a
Vanguard Dividend (VIG)	107	\$ 7,855	02/14/14			\$ 8,022	\$ 167		n/a
Vanguard Industrial ETF (VIS)	286	\$ 10,466	04/03/09			\$ 28,571	\$ 18,105		n/a
Vanguard Industrial ETF (VIS)	373	\$ 14,997	05/13/09			\$ 37,263	\$ 22,266		n/a
Vanguard Industrial ETF (VIS)	374	\$ 19,968	07/15/10			\$ 37,363	\$ 17,395		n/a
Vanguard Industrial ETF (VIS)	210	\$ 14,507	10/31/12			\$ 20,979	\$ 6,472		n/a
Vanguard REIT ETF (VNQ)	363	\$ 27,360	05/10/13			\$ 25,675	\$ (1,685)		n/a
Ishares Dow Jones Intrnl (IDV)	655	\$ 23,482	05/10/13	02/14/14	\$ 24,805	\$ -	\$ -	\$ 1,323	n/a
Ishares Dow Jones Intrnl (IDV)	337	\$ 12,702	01/22/14	02/14/14	\$ 12,762	\$ -	\$ -	\$ 61	n/a
Ishares S&P Developed (WPS)	194	\$ 7,837	05/10/13			\$ 7,108	\$ (729)		n/a
CBRE Clarion Global (IGR)	779	\$ 7,759	05/10/13			\$ 6,536	\$ (1,223)		n/a
CBRE Clarion Global (IGR)	2933	\$ 22,981	12/10/13			\$ 24,608	\$ 1,627		n/a
Blackrock Global (MALOX)	933.707	\$ 20,000	05/10/13			\$ 20,181	\$ 181		n/a
Powershares Inter Dvd Achiev (PID)	2083	\$ 37,619	02/14/14			\$ 38,244	\$ 625		n/a
Wisdomtree Total Divid ETF (DTD)	379	\$ 24,986	12/10/13			\$ 25,366	\$ 381		n/a
Wisdomtree Total Divid ETF (DTD)	195	\$ 13,026	01/22/14			\$ 13,051	\$ 25		n/a
Wisdomtree Total Divid ETF (DTD)	529	\$ 35,327	01/22/14			\$ 35,406	\$ 79		n/a
Wisdomtree Total Divid ETF (DTD)	27	\$ 1,789	02/14/14			\$ 1,807	\$ 18		n/a
Wisdomtree Tr Midcap Div Fc (DON)	342	\$ 25,056	12/10/13			\$ 26,064	\$ 1,008		n/a
Wisdomtree Tr Midcap Div Fc (DON)	322	\$ 24,124	01/22/14			\$ 24,540	\$ 416		n/a
Wisdomtree Tr Midcap Div Fc (DON)	175	\$ 13,107	01/22/14			\$ 13,337	\$ 229		n/a

Wisdomtree Tr Midcap Div Fc (DON)	21	\$ 1,566	02/14/14		\$ 1,600	\$ 34		n/a
Ishares US Financial Services ETF (IYF)	83	\$ 6,709	01/22/14		\$ 6,647	\$ (61)		n/a
Total		\$ 1,227,991			\$ 1,563,567	\$ 335,576		
Association-Preferred Stock (749-04H01)								
Entergy Mississippi Inc	1000	\$ 27,190	06/23/03		\$ 25,470	\$ (1,720)		6.00%
Entergy Mississippi Inc	100	\$ 2,714	06/23/03		\$ 2,547	\$ (167)		6.00%
Entergy Mississippi Inc	221	\$ 5,829	10/31/12		\$ 5,629	\$ (200)		6.00%
Total					\$ 33,646	\$ (2,087)		
Association-Money Market (749-04H01)								
749-04h01 Account Total					\$ 155,223			
					\$ 1,752,436	\$ 333,489		

Fees for period: \$14,874.67

Fees based on assets: \$14,874.67

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.

**National Association of State Directors of Vocational
Account Review Summary 07/01/2012 through 06/28/2013**

Account 7wd-04h50 (Association)

Cost Basis	Buy/Sell	2/28/2014	Gain/Loss
\$684,943	Various	\$686,179	\$1,236

Managed Fixed Income Portfolio

Estimated Accrued Interest	\$1,491
Money Market	\$40,481
Account Total	\$728,151

NCTEF FY14 Financial Report
Report prepared by Kimberly Green, Executive Director

The FY14 report reflects reconciled statements from July 1, 2013 through February 28, 2014 or 67% of the fiscal year.

INCOME:

NCTEF has received 42% of its budgeted income, with a large portion of this coming in from budgeted reserve withdrawals to cover approved expenses. The Institute-related revenue has not started to come in but should begin as registration opened in March 2014. Product sales are lagging a bit, which is expected given the phase out and not introducing any new products. Workshop revenue and book sales are starting to come in.

EXPENSES/LIABILITIES:

Expenses are on target. To date, we have expended 42% of budgeted expenses. Overall, expenses are all in line with budgeted projections. The budget spreadsheet provides more detailed explanations for each item.

ASSETS:

At the start of the fiscal year, the NCTEF's assets total \$358,166.85 and equity at \$368,328.01. This includes \$110,000 in restricted net assets from a Microsoft grant. The staff is exploring the ability to spend the \$110,000, since Microsoft has been unresponsive to requests. The funds were provided via a gift letter from 2010. That letter follows this report as a reference.

INVESTMENT REPORT SUBMITTED BY MARK FRIESE OF MERRILL LYNCH:

The FY14 time weighted return for the portfolio is 9.01%. The equity portion of the account is doing well compared to the index. To date, the FY14 cumulative rate of return for last fiscal year was 16.38% compared to the S&P index of 15.76%.

“Both the Association account and the Foundation accounts are in line with the ranges of the investment policy statement. Currently equity positions are at the upper end of the investment policy range while bonds are at the lower end of their range. Interest rates are still near historical lows. We expect the current administration to continue to keep interest rates at historically low levels for the near future. As interest rates rise bonds decline, so currently we have bonds at the lower end of the policy range. We see no indication that interest rates will be rising significantly in the near term. When interest rates start to increase we will reallocate from equities to bonds

2013 was an exceptional year for the equity markets. The return far exceeded historical averages. Interestingly and as we expected bonds did not fare so well. Bonds for 2013 produced a negative rate of return for the first time in many years. The top two sectors of

*the equity market in 2013 were health care and financials. Health care reform and low interest rates helped these two sectors perform very well. Although the U.S. economy is showing strong indications of economic recovery the overseas market is still volatile and fragile. We are also watching carefully the potential changes in U.S. tax law and policy. Our current exposure to the international markets is below 1%. Sufficient cash is available to meet intermediate cash flow needs that were estimated by the association except as noted above. **No changes are currently recommended.**"*

Book Sales and Workshop Revenue:

We have are receiving our revenue share from the book co-authored with CORD entitled, *The Career Pathway Effect: Linking Education and Economic Prosperity*. The chart below shows the sales over the last four quarters.

Quarter Ending:

March 31, 2013	June 30, 2013	September 30, 2013	December 31, 2013
\$1505.00	\$1752.25	\$3781.60	\$1317.60

In January we finalized the agreement with CORD on the shared workshop revenue. The first payment of \$7520.76 will cover workshops delivered from July 1, 2013 to December 31, 2013.

Omni Ft. Worth Attrition:

Background: After significant effort, including review of the contract by the attorney, requesting additional documentation from the hotel, a plea to the hotel owners and hotel staff, staff was successful in reducing the penalty by \$3,026.58. In addition, staff requested that to be able to re-pay the penalty over a six-month period, with no interest penalties. The hotel agreed and repayments will begin in October 2013.

Update: A budget modification was approved at the Fall meeting to authorize the payment of this attrition penalty, which totals \$43,458.90. The final payment for the attrition penalty was made on March 6, 2014.

NCTEF FY14 Budget					
Income	Approved Budget	Actual through 2/28/2014	Actual to budget 67% of fiscal year	Notes	
NOTE	\$1,500.00	\$280.80	19%	Includes two quarters.	
Product Sales	\$40,000.00	\$24,980.26	62%	Includes \$5,098.98 from book sales	
Institute	\$210,750.00	\$772.38	0%	Event registration will go live in March 2014.	
Institute sponsorships	\$25,000.00	\$0.00	0%	Event registration will go live in March 2014.	
Interest/Dividend	\$13,000.00	\$7,168.80	55%	Reflects interest received through 2/28/14. Behind target due to lower portfolio balance.	
Workshop Revenue	\$25,000.00	\$7,520.76	30%	Based on actual workshops conducted through December 31, 2013.	
CATCH- from reserves	\$86,000.00	\$62,685.69	73%	Based on actual project-related expenses. Matches below.	
*** Reserve withdrawal to balance budget	\$157,660.37	\$128,217.70	81%	Includes \$46,485.48 authorized for hotel attrition and \$13,800 for new Excellence in CITE Awards program. Expenses drawn down to cover hotel attrition and staff expenses for first half of year.	
Other income	n/a	\$2,015.64		New contracts for work that was not expected when the budget was built.	
Total	\$558,910.37	\$233,642.03	42%		
Expenses - Specific Projects					
Institute					
2013 Institute expenses	\$750.00	-\$1,011.90	-135%	Includes direct expenses of \$449.18 offset by reimbursements from pre-sessions hosted by external partners.	
2013 pre-session revenue share	\$2,500.00	\$3,440.00	138%	Revenue share paid out at the end of October 2013. Payments based on actual participation in pre-sessions. Slightly higher than projected due to negotiated revenue share with CORD for related pre-session that occurred after the budget was approved.	
2013 hotel attrition	\$46,485.48	\$36,215.75	78%	The Board approved this budget modification to cover the hotel attrition fees. There is one more payment to be made.	
2014 Institute expenses	\$135,475.00	\$2,772.88	2%	On target. Includes pre-event trip to so tour site visits.	
Shipping fees - product sales	\$1,500.00	\$1,199.13	80%	Higher than projected shipping costs.	
Credit card fees - product sales	\$750.00	\$577.68	77%	On target, based on sales.	
Art, printing and copying	\$25,000.00	\$6,204.40	25%	Includes fees for product re-printing, consultant fees for workshop development and temporary assistance for product order fulfillment.	
Direct staff and benefits	\$210,231.33	\$70,311.07	33%	Balance of salaries/benefits will be made at end-year mark based on staff timesheets. On target. Majority of staff time occurs in second half of year, due to the Institute.	
Board expenses	\$5,500.00	\$3,413.70	62%	On target. Included higher fees for Fall due to the retreat.	
CCTC	\$86,000.00	\$62,685.69	73%	Includes all payments to GSX for initial alignment study and national report. Still to come will be the expense for the ME alignment, which includes industry standards. Because staff conducted work that was originally to be done by the contractor, this project will be under budget projections.	
Subtotal for Specific Projects	\$514,191.81	\$185,808.40	36%		
General CC/Administrative Expenses					
Rent	\$43,106.18	\$28,227.42	65%	Includes rent through the end of February 2014.	
Travel	\$7,500.00	\$424.15	6%	Conservative use of travel.	
Communications ** new category	\$4,700.00	\$1,717.34	37%	On target.	
Postage	\$135.00	\$27.86	21%	On target.	
Supplies	\$300.00	\$0.00	0%	On target.	
Equipment	\$705.96	\$500.81	71%	On target. Had unexpected pass-through equipment tax expense of \$88.41 for leased equipment. This will likely take us slightly over budget at the FY end.	
Printing and Copying	\$500.00	\$40.91	8%	On target.	
Legal	\$275.00	\$0.00	0%	No expenses to date.	
Licenses/Fees	\$500.00	\$441.62	88%	Annual license fees for non profit status.	
Insurance	\$1,665.00	\$1,578.00	95%	Annual expenses.	
Accounting and banking	\$20,337.60	\$10,751.15	53%	On target. Includes expenses through the end of January, the 990s and the audit.	
Banking fees	\$8,100.00	\$4,124.37	51%	Below target. Includes three quarters of investment fees but because portfolio balance has declined, fees also decline.	
Total G & A expenses	\$44,718.56	\$47,833.63	107%		
Total project expenses	\$514,191.81	\$185,808.40	36%		
TOTAL EXPENSES	\$558,910.37	\$233,642.03	42%		
INCOME LESS EXPENSES	\$0.00	\$0.00			

National Career Technical Education Foundation

Balance Sheet

As of February 28, 2014

	Total
ASSETS	
Current Assets	
Bank Accounts	
1010 Cash - Bank of America	12,410.82
1017 Cash - Merrill Lynch	13,334.46
Total Bank Accounts	\$ 25,745.28
Accounts Receivable	
1200 Accounts Receivable	15,865.66
Total Accounts Receivable	\$ 15,865.66
Other current assets	
1050 Mutual Funds	265,201.08
Total Other current assets	\$ 265,201.08
Total Current Assets	\$ 306,812.02
Fixed Assets	
1100 Furniture	9,053.99
1101 Accumulated Depreciation-Furniture	-8,455.11
1120 Equipment	44,460.40
1121 Accumulated Depreciation-Equipment	-41,373.60
1130 Software	364.14
1131 Accumulated Depreciation-Software	-364.14
Total Fixed Assets	\$ 3,685.68
Other Assets	
1400 Inventory	47,669.15
Total Other Assets	\$ 47,669.15
TOTAL ASSETS	\$ 358,166.85
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
2000 *Accounts Payable	-10,161.16
Total Accounts Payable	-\$ 10,161.16
Total Current Liabilities	-\$ 10,161.16
Total Liabilities	-\$ 10,161.16
Equity	
3900 Net Assets	424,389.79
3902 Temporarily Restricted Net Assets	110,000.00
Net Income	-166,061.78
Total Equity	\$ 368,328.01
TOTAL LIABILITIES AND EQUITY	\$ 358,166.85



June 4, 2010

Ms. Kimberly Green
Executive Director
NASDCTEc/NCTEF
8484 Georgia Avenue, Suite 320
Silver Spring, Maryland 20910

Dear Ms. Green,

Microsoft's US Partners in Learning ("Microsoft") would like to grant to the National Career and Technical Education Foundation ("Foundation") the donations and other in-kind resources (collectively, the "Donation") described in this letter. Our intent is that such Donation be provided to the Foundation in accordance with the Foundation's donation acceptance policy and ethics rules. The Donation, which includes, in part, a grant of up to \$110,000 U.S. Dollars is to be used in support of building on the development of the Information Technology *Redesigning the High School Experience* career cluster guide by increasing the number of high schools implementing the career cluster model, particularly in preparing student for careers in Information Technology fields and designing the scale model that can be used with other high schools nationally. The specifics of this initiative will be set forth in a separate agreement, which both parties contemplate will be negotiated and finalized within a timeframe agreeable to both Microsoft and Foundation.

As previously stated, the final part of the Donation contemplates that in-kind resources will be made available to support this initiative; these contemplated in-kind resources will be subject to Foundation's donations acceptance policy and ethics rules as well, and may require the parties to enter into separate definitive agreements as appropriate. Such additional resources, which may include: Microsoft providing meeting facilities and limited meals to the Foundation, the Foundation's use of intellectual property belonging to Microsoft, as appropriate, and the use by the Foundation of selected Microsoft or Microsoft Partner personnel, as appropriate, to work in collaboration with the Foundation's staff and extended team in discrete design and implementation tasks such as a Design Team and other technical or process tasks that will support the work plan.

It is the intent of Microsoft that the provision of and the acceptance by the Foundation of the Donation we intend to provide are in compliance with all applicable laws, regulations and ethics rules regarding Donations. Microsoft makes this grant of the Donation without seeking promises or favoritism for Microsoft in any arrangement. Further, no exclusivity will be expected by either party in consideration for the Donation. Additionally, it will be the responsibility of the Foundation to ensure that any gifting to or participation of government employees (including public school employees) during the design and implementation of this project will comply with all gifting policies of said organizations and will obtain all appropriate authorizations.

We view this important relationship with the Foundation as a valuable opportunity and we are committed to supporting the Foundation's objectives in a manner that ensures a successful outcome to all who participate. We have put our very best forward to partner with you on this important collaboration and look forward to the benefits that this work will bring to our respective missions, college and career readiness, technology education, and the public that we serve.

To ensure that providing the Donation described herein does not create any violation of the letter or spirit of the Foundation's applicable donation and ethics rules, please have your Organization's Ethics Official or Responsible Attorney review this letter and advise us if it would be appropriate for us to provide the Donation for the benefit of the Foundation, and not for the benefit of any individual Foundation employee. If approved, please have him or her sign in the space provided below and return to me by June 10, 2010.

If you have any questions and/or concerns regarding this letter, please feel free to call me at 425.704.8714. Thank you for your timely attention to this matter.

Sincerely,

Kelly E. Green
Academic Program Manager
US Partners in Learning

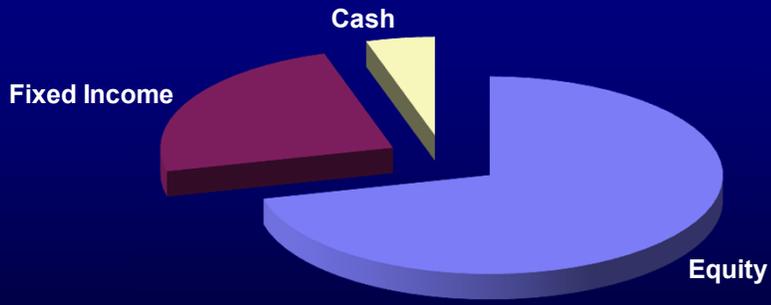
APPROVED:

National Career and Technical Education Foundation

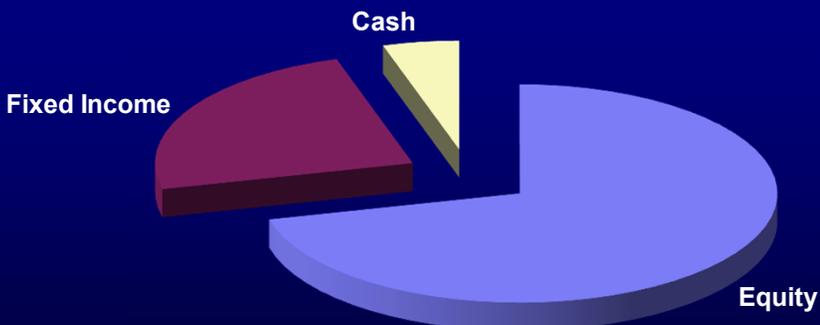
By: 
Name: Kimberly A Green
Title: Executive Director
Date: 6/6/10

National Association of State Directors
 Current Asset Allocation
 Foundation Account 749-04G96
 Period: July 2013- February 2014

<i>Current Portfolio</i>	Asset Allocation Type:		Per Investment Policy Statement
	Equity	71%	\$ 198,202
	Fixed Income	24%	\$ 67,000
	Cash	5%	\$ 13,334
	Sub-Total	100%	\$ 278,536
	Cash Reserves		\$ -
	Total Portfolio Value		\$ 278,536



<i>Proposed Portfolio</i>	Asset Allocation Type:		Per Investment Policy Statement
	Equity	71%	\$198,202
	Fixed Income	24%	\$67,000
	Cash	5%	\$13,334
	Sub-total		\$278,536
	Cash Reserves		\$0
	Portfolio Value	100%	\$278,536



Relative Performance - Equity: Yearly

Performance period: 07/01/2013 to 02/28/2014

Period	ROR(%)		SPX(%)	
	Year	Cum	Year	Cum
2014	1.55	16.38	0.60	15.76
US Equity	1.55	16.38		
2013	14.61	14.61	15.07	15.07
US Equity	14.61	14.61		

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.

SPX = S&P 500 Price Return

Time Weighted Rate of Return by Period: Yearly

Performance period: 07/01/2013 to 02/28/2014

Period	Opening Balance(\$)	Contributions/ (Withdrawals)(\$)	Interest/ Dividends(\$)	Appreciation/ (Depreciation)(\$)	Closing Balance(\$)	ROR Period(%)	ROR Cum(%)
2014	353,463	(80,000)	1,031	4,042	278,536	2.58	9.01
2013	429,034	(100,000)	6,133	18,295	353,463	6.27	6.27
Total	429,034	(180,000)	7,164	22,338	278,536		9.01

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.

Account Review Summary 07/01/2013 - 02/28/2014

Account 749-04G96

Security Name	Quantity	Cost Basis	Date Purchased	Date Sold/Mat	Sale Price	Market Value	Gain or (loss)	Realized Gain/Loss	Yield
Foundation-E.T.F's (749-04G96)									
Ishares Barclays Intermediate (CIU)	154	\$ 16,871	07/10/12	09/06/13	16,382	\$ -	\$ -	\$ (489)	n/a
Ishares Barclays 3-7 Year (IEI)	65	\$ 8,020	07/10/12	11/12/2013	7,869	\$ -	\$ -	\$ (151)	n/a
Ishares Barclays 3-7 Year (IEI)	375	\$ 46,266	07/10/12	9/6/2013	44,752	\$ -	\$ -	\$ (1,514)	n/a
Ishares DJ US Consumer (IYK)	131	\$ 5,593	04/03/09			\$ 12,353	\$ 6,760		n/a
Ishares DJ US Consumer (IYK)	9	\$ 384	04/03/09	01/31/14	818	\$ -	\$ -	\$ 433	n/a
Ishares Dow Jones US Energy (IYE)	90	\$ 3,406	07/10/12			\$ 4,493	\$ 1,087		n/a
Ishares Dow Jones US Energy (IYE)	10	\$ 378	07/10/12	01/31/14	477	\$ -	\$ -	\$ 98	n/a
Ishares Tr Dow Jones US Tech (IYW)	193	\$ 13,568	07/10/12			\$ 17,558	\$ 3,990		n/a
Ishares Tr Dow Jones US Tech (IYW)	11	\$ 1,010	07/10/12	01/31/14	955	\$ -	\$ -	\$ (55)	n/a
Ishares TR Dow Jones Select Divid (DVY)	67	\$ 3,359	08/03/11			\$ 4,823	\$ 1,464		n/a
Ishares TR Dow Jones Select Divid (DVY)	324	\$ 16,756	06/08/11			\$ 23,325	\$ 6,569		n/a
Ishares TR Dow Jones Select Divid (DVY)	62	\$ 3,207	06/08/11	02/14/14	4,314	\$ -	\$ -	\$ 1,107	n/a
Ishares TR Dow Jones Select Divid (DVY)	108	\$ 5,981	06/07/12			\$ 7,775	\$ 1,794		n/a
Ishares TR Dow Jones Select Divid (DVY)	315	\$ 17,728	07/10/12			\$ 22,677	\$ 4,949		n/a
Ishares TR Dow Jones Select Divid (DVY)	68	\$ 4,810	02/14/14			\$ 4,895	\$ 85		n/a
Prudential Jennison Health Sciences (PHSZX)	108.121	\$ 3,519	07/10/12			\$ 5,422	\$ 1,903		n/a
Prudential Jennison Health Sciences (PHSZX)	21	\$ 683	07/10/12	01/31/12	1,022	\$ -	\$ -	\$ 338	n/a
S&P US Pfd Stk Index (PFF)	199	\$ 7,636	06/07/12			\$ 7,677	\$ 41		n/a
S&P US Pfd Stk Index (PFF)	254	\$ 9,746	06/07/12	01/31/14	9,713	\$ -	\$ -	\$ (33)	n/a
S&P US Pfd Stk Index (PFF)	195	\$ 7,482	06/07/12	01/31/14	7,395	\$ -	\$ -	\$ (87)	n/a
S&P US Pfd Stk Index (PFF)	564	\$ 22,058	07/10/12			\$ 21,759	\$ (299)		n/a
Spdr Gold Trust (GLD)	80	\$ 12,304	06/07/12	11/12/13	9,747	\$ -	\$ -	\$ (2,557)	n/a
Vanguard Consumer Discretionary (VCR)	143	\$ 9,275	04/26/11			\$ 15,524	\$ 6,249		n/a
Vanguard Consumer Discretionary (VCR)	11	\$ 713	04/26/11	01/31/14	1,125	\$ -	\$ -	\$ 412	
Vanguard Dividend Appreciation (VIG)	79	\$ 4,162	08/03/11			\$ 5,923	\$ 1,761		n/a
Vanguard Dividend Appreciation (VIG)	86	\$ 4,530	08/03/11	01/31/14	6,157	\$ -	\$ -	\$ 1,627	n/a
Vanguard Dividend Appreciation (VIG)	387	\$ 21,780	06/07/12			\$ 29,013	\$ 7,233		n/a

Vanguard Dividend Appreciation (VIG)	320	\$ 18,098	07/10/12			\$ 23,990	\$ 5,892		n/a
Vanguard Dividend Appreciation (VIG)	66	\$ 4,845	02/14/14			\$ 4,948	\$ 103		n/a
Vanguard Industrial ETF (VIS)	274	\$ 9,994	04/03/09	12/05/13	26,246	\$ -	\$ -	\$ 16,252	n/a
Vanguard Reit ETF (VNO)	213	\$ 13,803	07/10/12			\$ 15,065	\$ 1,262		n/a
Vanguard Reit ETF (VNO)	42	\$ 2,722	07/10/12	01/31/14	2,827	\$ -	\$ -	\$ 106	n/a
Vanguard Total Bond MKT (BND)	466	\$ 37,514	03/30/10			\$ 37,979	\$ 465		n/a
Vanguard Total Bond MKT (BND)	122	\$ 9,821	03/30/10	01/31/14	9,912	\$ -	\$ -	\$ 90	n/a
Vanguard Total Bond MKT (BND)	300	\$ 24,151	03/30/10	12/05/13	24,117	\$ -	\$ -	\$ (34)	n/a
Vanguard Total Bond MKT (BND)	175	\$ 14,088	03/30/10	11/12/13	14,083	\$ -	\$ -	\$ (5)	n/a
Total		\$ 213,891				\$ 265,201	\$ 51,310		
Foundation-Money Market (749-04g96)						\$ 13,334			
749-04g96 Account Total						\$ 278,536			
Fees for period:	4124.37								
Fees based on assets:	4124.37								

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.

Career Cluster[®] Products and Warehouse Update
Report submitted by Karen Hornberger, Finance and Office Manager

Products:

The Career Clusters 101 guide was finalized and went on sale June 30, 2013. To date we have only sold 1 guide. This is not that surprising, given that one of the CORD/NASDCTEc workshops embeds this content in it.

We have are receiving our revenue share from the book co-authored with CORD entitled, *The Career Pathway Effect: Linking Education and Economic Prosperity*. The chart below shows the sales over the last four quarters.

Quarter Ending:

March 31, 2013	June 30, 2013	September 30, 2013	December 31, 2013
\$1505.00	\$1752.25	\$3781.60	\$1317.60

The Career Clusters Pocket Guide is one of our hottest selling items and has been purchased by schools and states. In September 2013, we ordered 600 additional packages of pocket guides with the updated logo and have sold a total of 490 packages this fiscal year.

Over the 2012-2013 year an evaluation of the opportunities for new products and resources occurred. One option was the creation of a product store through Café Press, to offer a variety of logo branded products including shirts, coffee mugs, and other product. This project has been delayed due to staff turnover. Our goal is to launch this when the new website launches, around March 2014.

Lost Inventory:

In January 2012, the warehouse and distribution function for Career Cluster products was transitioned to NASDCTEc/NCTEF headquarters in Silver Spring, MD. As we reported in the past, the transition went smoothly as all but two pallets of the Plans of Study were moved to our Silver Spring office. In January 2013 we had one pallet of individual Sample Plans of Study sent to our office. The other pallet of Plans of Study are still missing.

In November 2013, the Finance and Audit Committee voted to authorize staff to direct Vivayic to repay NASDCTEc/NCTEF for the value lost inventory, per the contract. Below is the letter that was transmitted to Vivayic, as well as a reply received:

February 10, 2014

Mr. Seth Derner
Relevant Classroom
600 Blue Sage Boulevard
Lincoln, NE 68521

Dear Mr. Derner,

At the request of our Finance and Audit Committee and with the support of our Board of Directors, I am writing to request reimbursement for products Relevant Classroom was responsible for under a warehouse and distribution contract that have not been transmitted to the National Career Technical Education Foundation (NCTEF).

The contract with Relevant Classroom for the warehouse and distribution of NCTEF-owned products concluded in early 2012. At the time of the transition, we were informed that some products that were unable to be located in Relevant Classroom's subcontracted warehouse. Over the past two years, we have regularly inquired as to the status of locating these missing products. To date, these products have not been found.

Over the last two years, our Board of Directors and Finance and Audit Committee have been informed of the ongoing efforts to find the inventory. This missing inventory reflects 34% of our total inventory assets on our balance sheet. Given the length of time the products have been missing and their value, in December 2013, a vote was taken to direct staff to request payment from Relevant Classroom for the lost inventory. This request is in keeping with the fiduciary responsibilities of the Finance and Audit Committee and Board of Directors and in line with the contract terms agreed to by both NCTEF and Relevant Classroom.

Our records show that the missing inventory is 480 full sets of Sample Plans of Study, with an printing replacement estimate of \$27,189.12. Previously, Relevant Classroom had informed us that the actual missing inventory is 443 full sets of Sample Plans of Study, as the balance of the sets were used in trade shows and workshops. Therefore, we are requesting a payment for printing replacement cost for the 443 sets or \$25,091.52. An invoice for this amount is included with this letter. Payment is requested by March 31, 2014.

Sincerely,

Kimberly A. Green
Executive Director

Enclosures: Invoice, contract, contract addenda and memo copy

c: NCTEF and NASDCTEc Board of Directors
NCTEF and NASDCTEc Finance and Audit Committee

----- Forwarded Message

From: Seth Derner <sderner@vivayic.com>

Date: Mon, 24 Feb 2014 17:58:17 +0000

To: Kimberly Green <kgreen@careertech.org>

Cc: Doug Kueker <dkueker@vivayic.com>

Subject: lost pallet

Kim,

I wanted to give you an update on the situation with the lost pallet. It's been an arduous and frustrating process for us and I'm sure even more so for you. I'm going to offer these notes in a numbered list to keep things organized.

1. I heard through the grapevine that a letter was directed to Vivayic and copies sent to your board. We've never received a letter. Could you please forward Doug and me an electronic copy?

2. Distribution Inc. has ceased all communications with us. We still have our products there and the nothing has changed in the operations but their management now refused to answer my calls or take a meeting request. They are claiming they have no liability because we can't prove they lost the pallet. Before the communication stoppage they did explain that they had visited with their insurance company and were told that a claim would be denied. Their owner refused to consider a settlement offer.

3. I have had initial conversations with three legal firms. The first, the one we use for mundane organizational stuff, said they don't deal with their types of commercial issues. They referred me to the second firm. When I met with them, they discovered that another partner in the firm had been doing work for Distribution Inc. so they had to withdraw from the conversation due to conflict of interest. I met with the third firm last week; again it was an initial conversation. We've not entered an agreement with them and the advice she provided was based only on the high-level set of information I provided (i.e. - they aren't going to be held liable for any input she gave in this initial meeting).

a. Her initial reaction based on what I shared and her experience with commercial litigation was to avoid litigation and strive to reach settlement as the legal costs for such as case (or series of cases) would exceed the dollar amount of the product in question.

b. The additional insight she shared was how courts here have treated the issue of valuing lost/damaged goods. Our contract did not specify how losses would be valued. Her experience is that the standard for liability is replacement value, not replacement cost. Her example was a Honda Civic. If you bought a Honda Civic in 1990 for \$10,000 and it was totaled in a wreck in 2014, the person liable for wreck would be required to pay the replacement value of a 24 year-old Honda Civic – say \$1500. The person liable would not be required to have a custom 1990-version of a Honda Civic built for \$50,000, nor would the person be liable for buying a 2014 version Honda Civic at \$30,000. Even if the owner of the car had the value of the car at the original cost of \$10,000 on his/her net worth statement, the standard for liability is replacement value – what the market would judge the value of the good at the current point in time.

i. With this in mind, she said the question becomes “what is the replacement value of 443 sets of sample Programs of Study originally published in 2005?” Unique products, like this, are much more difficult for a court to determine value than a common good like a car, equipment, or building components. She suggested two options.

1. One: negotiate a value that both parties agree to. Straight forward enough.

2. Two: calculate the likely lost revenue of the existing product life. In this scenario, you look at revenues generated from product sales each of the past three years and figure out the average percentage decrease in revenues year over year (nearly all products have a shelf life where the revenues

generated start to decrease over time unless there is new versions; this case is simple because there isn't a new version). Using the average decrease in revenues you can project forward a likely amount of revenue over the remaining shelf life of a product. For example, if sample POS sales were \$3000, \$2000, and \$1000 each of the past three years, the average decrease in revenues is %50. You can project then that sales for the next three years would be \$500, \$250, and \$125 (and \$62 for year 4, \$31 for year 5, etc. until you get to a negligible number). The total of that lost revenue can represent the replacement value. The only challenge to this formula is when you have pricing changes and/or special events that make annual sales figures follow an abnormal pattern.

4. I know you are under pressure from your board to resolve this situation and we want to figure out a solution that is fair for everyone. We know that the warehouse is ultimately at fault but unless you have access to reduced cost legal services, we can't see how it is financially advantageous to pursue that path of action. Instead we are proposing a settlement option that we think is a win for NCTEF and demonstrates our commitment to helping career tech be successful.

a. We propose to sign over the copyright, source files and all rights to the intellectual property for our semester-long curriculum, Engage. We sell this curriculum for \$350 per CD. Last year we negotiated with Nashville Public Schools to use the curriculum district-wide as part of a distance learning effort. We invested over \$40,000 in labor and contract labor for writing, editing, design and programming to develop the curriculum. It is based on the Career Clusters model, is project-based, and is designed in 4 modules to fit a 9-week exploratory-type school model. NCTEF could invest a small amount of money to rebrand the product and sell it, or you could make it available to states as a member benefit or available via a statewide license. It will immediately have more value to you than 443 sets of 9-year-old sample programs of study. If you want to know the quality of the materials, contact Scott Stump, as we contracted with him to help design the framework and develop many of the lessons. His sister, a school administrator in Indiana, piloted the curriculum with her school in NW Indiana. We've just never had the marketing savvy to sell full curriculum; we were really good at products.

b. I believe this exchange of goods will satisfy your auditor and should be seen as a big win by your board; in essence they get to trade outdated product with a curriculum that could be used by any school attempting to implement the Career Cluster model. And, honestly, it's a win for us – we get to see the full value of that curriculum realized in a way we never had the capacity to deliver.

Let me know what you think. I'm happy to make a presentation to your officers or to your full board. If you want to move forward, let me know if you want us to draw up the agreement or if you'd rather have your counsel do that.

Thanks, Kim.
Seth

Seth Derner

Co-Founder

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Kimberly Green shared Derner's response with the Executive Committee. Concerns were raised about the proposed remedy, as the association is in the process of phasing out product sales and we had not seen the product to know if it was an asset to the membership. It was suggested that the Board receive a demo copy of the product to review prior to the Board meeting.

The files will be uploaded in zip format for you to review on the Board portal. We will also have a printed sample at the Board meeting but you are encouraged to download and review the zip file.

In addition, Green sent a series of clarifying questions to Derner. Below are the questions, followed by his responses.

- Could you address more specifically what we would get (electronic files, printed copies, etc.)?
 - NCTEF would get all of the electronic files for both the source files and for the saleable product (PDFs). We only print 20 copies of the CD-ROM at a time for inventory. We've used Diskmakers to make the copies. We would provide the artwork for the CD-ROM case, as well. We would assign the copyright to NCTEF and agree to not sell the product nor retain any rights to the product or sales of the product. We would ask that Vivayic be acknowledged as the author of the original product.
- What year was the product developed?
 - 2008
- Is the work aligned to the CCTC or were the materials developed prior to the CCTC launch?
 - It was developed prior to CCTC
- Are these materials only for secondary or applicable for post secondary as well?
 - The materials were design specially for freshman-level career preparation courses. We designed the curriculum to be delivered in modules which was appealing to middle schools so we marketed it as a Grade 7-9 product. Since it is career exploration and career skill preparation, its primary purpose and value is the secondary audience.
- Are the materials specific to a Career Cluster or Career Clusters or generic and applicable to all Career Clusters?
 - The materials are specific to the Career Clusters model. Students are introduced to the model and then explore careers in each of the 16 Career Clusters and then start the planning process.
- Can you share any information regarding the sales history (# of copies sold each year since the product launched)?
 - We averaged 15-20 units sold per year from 2009-2011. In '12 and '13 the numbers were down due to the economy and that we stopped exhibiting at shows/conventions. Last year, though, we did license the use of the curriculum for the entire Nashville Public Schools system as they were piloting its use in a distance delivery

model. We sold that at a negotiated rate rather than our typical \$350/school rate.

- On another note, we are just finishing the development of a semester-long curriculum for Missouri. Their state-funded Instructional Materials Laboratory (IML) was defunded a couple years ago so when their ag ed group had funding to re-develop a 20 year old ag economics course, we were selected as the vendor. That contract was for more than \$70,000 which is, I believe, a comparable cost if a state were to attempt to develop a new semester-long career exploration curriculum.

CCTC Adoption Language/Policy

In October 2013, we raised the issue that the current Board-approved definition of adoption of the CCTC may not be appropriate or relevant anymore.

Here is the current definition of adoption of the CCTC:

A state is considered to have adopted the CCTC when:

- Through the appropriate process (e.g. regulatory, legislative or decision-making authority), the state has adopted all of the Career Ready Practices and all of the Career Cluster®- and Career Pathway-level content standards for Career Clusters currently authorized in the state.
- No individual CCTC standards are left out **except** for those Career Clusters (and related Career Pathways) not used in the state.
 - For example, if a state only has state standards related to the Finance and Health Science Career Clusters and planned to adopt the CCTC, the state would need to adopt 12 Career Ready Practices and the CCTC standards (both Career Cluster and the related Career Pathways) for the Finance and Health Science Career Clusters. The state would not be required to adopt the CCTC standards for the other 14 Career Clusters and its related Career Pathways.
- The state has addressed related policies to ensure implementation of the new standards. It is important to note that a state may continue to implement additional CTE standards (e.g. locally-, state- or industry-developed standards).

We also raised a few questions for discussion, which we did not have time to address at the Fall Board meeting and we want to put back on the front burner:

- Based on what we learned from the CCTC Alignment Study, does this definition of adoption still make sense?
- Can a state adopt if only the secondary agency or postsecondary agency adopts the standards?
- Is the adoption of Career Ready Practices sufficient if they only apply to CTE students?
- How do we determine which Career Clusters the state is implementing? Based on the state's program of study listing? Based on courses that fit within the Career Cluster? Based on the alignment results?
- How do we capture when a state has adopted? (e.g. do we have the state sign a declaration, word of mouth)
- What supports should NASDCTEc provide for state adoption?
- What sort of evaluation should we begin to put in place to track impact of adoption of the CCTC?

Lunch Break

Noon – 1 p.m.

Roberts Restaurant

Career Clusters Governance Discussion

Report submitted by Kate Blosveren, Associate Executive Director

NASDCTEc/NCTEF has been considering future Career Clusters[®] governance and leadership for the past year, as the existing model has waned in its ability to meet the needs of business/industry, state education agencies and policymakers. The concept of re-establishing a modified version of lead states and national advisory committees for each of the 16 Career Clusters, beginning with a pilot in a small number of Career Cluster areas, was discussed at length at the October 2013 Board meeting/strategic planning session. Below is a brief review of the concept, what has been accomplished since October 2013 and questions for consideration as we move towards making a decision about moving forward with this effort.

The Concept

Building on and refreshing the successful model used to establish the States' Career Clusters Initiative, we propose, lead states would facilitate a Career Cluster Committee tasked with coordinating efforts among key stakeholders to deliver high-quality CTE; ensuring the Career Clusters are well-aligned with industry needs; and providing a space for ongoing discussions to help keep the Career Clusters and related resources relevant and meaningful for students and industry.

Goals/Objectives

- Advance implementation of career pathways/programs of study within the Career Clusters, which will differ across Career Clusters (some may want to focus on assessments, others curriculum) although all will need to focus on the shared tools needed to advance implementation across the nation;
- Provide ongoing coordination of key stakeholders around the Career Clusters/Common Career Technical Core (e.g., existing consortia, industry representatives, CTSOs, professional associations, etc.), including building connections between the CCTC and industry standards;
- Allow states to take ownership of those Career Clusters that most align with their economic development needs and priorities;
- Provide regular opportunities for business/ industry to engage around the Career Clusters (and CCTC) including ongoing validation, awareness building, and financial support as needed; and
- Raise the profile of the CTE Vision, CCTC and *CTE: Learning that Works for America* campaign with a broader array of CTE leaders across the country.

Progress to Date

We identified a number of next steps from the Board's discussion in October. The first was to flesh out what a pilot might look like starting with a small number of Career Clusters. Rather than attempt to ramp up 16 distinct Career Cluster committees, the NASDCTEc/NCTEF Board proposed starting with a pilot of two Career Cluster committees, based on those industries of the greatest interest to states. The purpose of the pilot would be to garner a proof of concept, cost

out the work, including identifying pricing and funding needed, and better understand how/why business and industry is involved (why and what are the benefits).

In addition, NASDCTEc, with support from Marie Barry and Scott Stump articulated more specific roles and responsibilities of lead and participating states as well as identified capacity and funding challenges (see below).

Finally, NASDCTEc conducted a poll of NASDCTEc board members and asked them: “*Without making any commitments at this time, for which of the following Career Clusters might you consider serving as a co-lead in a Career Cluster working group?*” as well as questions about the most important industries and level of business engagement in their states. From the eight respondents, the strongest interest were in Agriculture, Food & Natural Resources Career Cluster (five states); Health Science Career Cluster (five states); and Manufacturing Career Cluster (five states), with STEM Career Cluster and Transportation, Distribution and Logistics Career Clusters each getting four votes.

Ultimately, a decision needs to be made on whether – and how – we choose to pursue this over the next 12 months. Below are questions for consideration.

Questions for Consideration

- Should we bring this concept to the full membership for feedback?
- Can/should we only commit to this contingent on external funding? Relatedly, should this concept be central to our fundraising strategy?
- Can we embed the pilots in current activities and events (e.g., annual meetings, webinars)?
- If we pursue a pilot, what is a reasonable timeline for getting it launched?

For Background/Additional Details

Each Career Cluster committee would be “chaired” by 1-2 states and 1-2 business/industry representatives (which could be leaders from a company, association, or business-led coalition), as selected by peer states for a 1-2 year term. The state chairs would be largely responsible for recruiting the business/industry co-chairs, as well as identifying and engaging other participants in the Career Cluster committees. Any state may join as many committees as they choose based on those industries most critical to their states’ economic development needs. Other states would be allowed to sign up for as many of the national committees as they would like to participate but in order to do so, would have to bring an employer to the table with them.

Each committee would be tasked with convening the wide array of Career Cluster-specific stakeholders (in person and virtually) to coordinate efforts, messages and delivery systems, with the ultimate goal of improving the quality of CTE through the furthering the CTE Vision, the implementation of CCTC and the utilization of the *CTE: Learning that Works for America* campaign.

Stakeholders include, but are not limited to, companies, industry associations, CTSOs, CTE consortia, professional/teacher associations, postsecondary associations, labor unions, etc.

Discussion topics include, but are not limited to, ensuring quality instruction at all levels, validation of currently-used CTE standards/expectations and assessments, improving secondary-postsecondary-workforce transitions, messaging and communications, integrating Career Clusters into the college- and career-ready policy agenda, etc.

Each committee would need to adopt some common goals as well as develop some Career Cluster-specific goals to drive the work of the working group. Ultimately, the “end product” of each committee would vary based on the identified challenges and goals of the committee.

Role/Responsibilities of Lead State

Each lead state would commit to a 1-2 year term as a chair and bring an industry partner to committee. Lead states would also need to be able to demonstrate evidence of strong commitment to Career Cluster and Career Pathways through state’s pathways and programs of study, including active partnerships with business/industry to advance implementation of Career Clusters.

Lead states would be responsible for ensuring there is strong secondary, postsecondary and business/industry representation from their state on the committee; chairing the committee meetings, meaning defining/setting the agenda and serving as the facilitators; and communicating with NASDCTEc on a regular basis about progress, challenges, and needs. State CTE Directors would ultimately be expected to serve as the chair of the committee, although day-to-day work could be led by a designee.

The benefits of leading are these states have the opportunity to help lead Career Cluster revision process (whether for all standards or a subset), and have the ability to shape best practices/quality in that Career Cluster area. They will also be well positioned as experts by external partners and stakeholders.

Role of Participating State

Other states joining Career Cluster committees would be required to bring industry partner to committee and regularly participate in meetings and webinars.

Investment

To accomplish this work, a significant investment would be required. Specifically, resources would be needed to support:

- The convening of the committees (meals, materials, staff travel);
- The lead states (potentially a stipend); and
- Additional staff to support the national committees and ensure consistency in the work across Career Clusters. The structure used under the States’ Career Clusters Initiative included a project director, as well as four Career Cluster coordinators.

There is consensus that for the pilot and larger effort to be successful, logistics (e.g., coordinating meetings, travel, etc.) needs to be centralized by NASDCTEc staff or consultants, and that each Career Cluster committee will need a dedicated “navigator” to help keep state leads on track, coordinate meeting logistics. There is also consensus that the pilot would likely need to be free for states, although that is worth discussion.

Draft Proposal for Future Career Cluster Institutes
Submitted by Kate Blosveren, Associate Executive Director

During the strategic planning sessions held last Fall, there was extensive discussion between the NASDCTEc/NCTEF Board and staff about the viability and utility of continuing the Career Clusters Institute. This question was posed by NASDCTEc staff based on the significant staff time required to pull off a successful Institute, the decreasing revenues being generated by the Institute over the last few years, and the issue of who our primary audience should be (i.e., state leaders vs. local educators).

The Board was hesitant to phase out the Career Clusters Institute primarily on the basis that it might be interpreted as – and lead to – a retreat from NASDCTEc’s commitment to the National Career Clusters Framework[®]. As such, we are continuing with the 2014 Institute – rebranded as the *Achieving Excellence in Career Technical Education: National Career Clusters Institute* – with some additions, notably our new Excellence in Action award for local programs of study, school and industry tours, and a workshop focused on leadership and policy for state teams.

Given the need to lock in a location at least 12 months before the meeting to assure an agreeable price, we will plan to proceed with the 2015 Career Clusters Institute much like we are with the 2014 Institute. We will continue the second annual Excellence in Action awards as well as school and industry tours. Staff members have begun brainstorming locations, in part, based on the availability of schools and companies worth visiting (e.g., Raleigh-Durham/Charlotte, NC, Kansas City, KS, and Cleveland OH). The continuation of the State Leadership & Policy workshop will be informed by how this year’s workshop goes. It is also possible that this workshop, team-based model may become the basis for our Fall meeting.

However, we are still concerned about the issues raised above and believe there is a way to continue providing leadership for the Career Clusters without hosting this annual meeting.

What we propose is that 2015 is the last Career Clusters Institute we hold as a standalone meeting, hosted solely by NCTEF. Rather, we believe our further deepened relationship with ACTE provides opportunities to embed the Career Clusters Institute into other events.

Specifically, we see two main options:

1. Create a formal and comprehensive strand at ACTE’s 2016 Vision Conference on Career Clusters. NASDCTEc/NCTEF would work with ACTE to solicit and approve sessions to ensure they are aligned to the National Career Cluster Framework and Rigorous Program of Study model. This has the benefit of allowing stronger coordination (and less competition) between these two events and helps facilitate a shared vision in support of Career Clusters by both organizations.
2. Work with ACTE and at least one ACTE Region to focus one of ACTE’s 2016 regional conferences around Career Clusters. This has the benefit of localizing the Institute and encouraging a region to take some leadership over the topic.

These ideas are in the earliest stages and still require discussion and negotiation with ACTE. We wanted to share them with the Board to begin generating discussion before we move ahead.

Questions for consideration:

- Are you comfortable, generally, with phasing out the Career Clusters Institute from its current model to embedding it into another meeting(s)?
- Is there one model you prefer over the other?
- Is there another model we have not considered?
- What we would need from ACTE to move forward on either of these options (e.g., MOU, revenue sharing agreement, re-branding, etc.)?
- If we do not host a Career Cluster Institute in 2016, are there other meetings or convenings NASDCTEc should consider hosting (e.g., a CTE Summit, smaller professional development opportunities, etc.)?