NCTEF Board of Directors' Meeting
AGENDA
September 11, 2015
2 – 4 p.m. ET

1. Welcome, Overview of Agenda   Rod Duckworth
    2 – 2:05 p.m. (5 minutes)   President
    ………………………………………………………………*Pages 1 - 4*

2. Approval of Consent Agenda   Rod Duckworth
    2:05 – 2:10 p.m. (5 minutes)   President

    - ACTE Partnership Update
    - Career Cluster Products Update
    - Communications Plan through June 30, 2016
    - Communications Update
    - Finance/Audit Committee Update
    - State Policy Strategy Update
    - Strategic Plan Update

    ………………………………………………………………*Pages 5 - 54*

3. NCTEF Financial Reports   Pradeep Kotamraju
    2:10 – 2:30 p.m. (20 minutes)   Secretary/Treasurer

    - FY15 - Year End
    - FY16 – Through July 31, 2015

    ………………………………………………………………*Pages 55 - 76*

4. MOU Between NASDCTEc and NCTEF   Kimberly Green
    2:30 -2:35 p.m. (5 minutes)   Executive Director

    ………………………………………………………………*Pages 77 - 79*

5. Discussion on "vendor" partnerships   Kate Blosveren Kreamer
    2:35 – 2:55 p.m.   (20 minutes)   Associate Executive Director

    ………………………………………………………………*Page 80*

6.   Career Clusters Leadership Pilot   Kate Blosveren Kreamer
      2:55 – 3:15 p.m.   (20 minutes)   Associate Executive Director

                                                Andrea Zimmermann
                                                State Policy Associate

7.   Partnership and Development Update   Kimberly Green
      3:15 -3:20 p.m. (5 minutes)   Executive Director

                                                Kate Blosveren Kreamer
                                                Associate Executive Director

8.   Branding Update/Discussion   Kimberly Green
      3:20 – 3:55 p.m.   (45 minutes)   Executive Director

      • Survey results   Kate Blosveren Kreamer
      • Next steps   Associate Executive Director
      • Impact on NCTEF Theory of Action
      • Role of NCTEF Board
      • Vacant NCTEF Board Position
      • Liaisons

9.   Other items to be added/next meeting   Rod Duckworth
      3:55 – 5 p.m. (5 minutes)   President

Upcoming Meetings/Conference Calls

Thursday, October 22, 2015
3 – 4 p.m. ET - Conference call
Topic: Post-summit discussion

Thursday, January 28, 2016
3 – 4 p.m. ET – Conference call
Topic: Approve 990's and Audit

February Retreat - **February 21 - 23, 2016**
Westin BWI Airport
Linthicum, MD 21090
Topic: Strategic planning aligned to the new vision
Principles, final input into the new Vision.

Sunday, May 22, 2016
Noon – 6 p.m. – Spring Board
Meeting

Thursday, June 23, 2016
4 – 5 p.m. ET – Conference Call
Topic: Approve FY 17 Budget

OVAE Liaison:
Ms. Robin Utz
U.S. Department of Education
Office of Vocational and Adult Education
College and Career Transitions Branch
550 12th Street SW
Washington, D.C. 20202
Phone: 202 245 7767
Email: robin.utz@ed.gov

Cluster Leader Liaison:
Vacant

DOL/ETA Liaison:
Ms. Jennifer Troke
USDOL - Employment & Training
Administration (ETA)
Business Relations Group
200 Constitution Avenue NW Room N-4643
Washington, DC 20210
Phone: 202-693-2665
Fax: 202-693-3890
Email: troke.jennifer@dol.gov

Following up on the 2014 joint Executive Committee meeting, NASDCTEc and ACTE created a joint work plan to enable more intentional coordination and identify new collaboration opportunities. ACTE and NASDCTEc put the work plan into a Google Drive document, allowing it to be a "living document," reviewed regularly by each organization. Our leadership have quarterly calls scheduled to discuss it, make key updates and strategize next steps.

The work plan helped facilitate a number of successful collaborations that occurred in 2014 – such as monthly calls between ACTE's and NASDCTEc's policy teams and communications teams, the development of an MOU that formally integrated the National Career Clusters® Institute into CareerTech VISION starting in 2015, and other more discrete resources.

During the second annual joint meeting of our executive committees in January 2015, we discussed and revised the work plan. NASDCTEc and ACTE staff have continued to meet quarterly to review and revise the work plan. This updated work plan is summarized below, identifying work already in process or completed (green), still in the planning phase (yellow), and on hold or still to be discussed formally (red).

Collaboration	Status
Advocacy/policy	
• Policy/advocacy staff hold monthly calls to discuss collaboration on engagement of Congressional offices, including Hill visits and school visits; draft language for Perkins; CTE Monthly newsletters; aligned recommendations on other major federal legislation; coordination and support for CTE Caucuses; and other efforts and projects. • Co-develop and release the annual *Year in Review* on state CTE policy	Ongoing
• While each organization may initiate separate projects, NASDCTEc and ACTE will continue work to coordinate and work toward a common and public understanding of what "high-quality" CTE is to inform Perkins reauthorization, professional development activities and other initiatives.	In process
• Coordinate on activities to better engage the business community in advocating for CTE (e.g., business resolution) • Coordinate on a campaign to increase congressional visits to see CTE programs.	On hold
Communications	
• Communications staff hold monthly calls to discuss opportunities for collaboration as well as cross-organizational promotions • Cross-walk and ensure state profiles are consistent and explore other state-focused tools	Ongoing

• Proactively plan strategy for NASDCTEc to better support 2016 CTE month • Collectively find and leverage creative ways to let members know about partnership and joint activities (i.e., short videos produced by ACTE with Kim and LeAnn, Techniques, regular blog series, etc.) • Jointly develop a press engagement strategy for promoting federal policy work (e.g., joint press statements, budget requests, etc.) and at least one joint op-ed	In process
Meetings & Conferences	
• MOU in place for integrating Career Clusters content into VISION CareerTech conference and conference planning underway • ACTE built NASDCTEc into Core Curriculum grant/work plan	Ongoing
• MOU with NASDCTEc, CORD & ACTE on Career Pathways Effect workshops • Explore offering CPE workshops at future ACTE events (i.e., National Policy Seminar, Best Practices conference, etc.)	Ongoing
• Engage states hosting regional ACTE conferences about ways we can jointly support them (e.g., range of themes, speaker bank, common resources, etc.). Explore possibility of each region focusing on specific issues.	To be planned (post-VISION)
Leadership Development	
• NASDCTEc will survey State Directors and ACTE will survey their state leadership to determine the relationship between each State CTE Director and their ACTE chapter, from both perspectives (Spring/Summer 2015) • Based on survey of State Directors and ACTE leaders, develop resources to support collaboration • Through joint and organization-specific work, both ACTE and NASDCTEc will intentionally embed/discuss postsecondary policies, programs and partners • Collaborate around PD and resources for local secondary and postsecondary practitioners focused on implementation of CCTC.	In process
Resources	
• Share a regularly updated calendar of publications (briefs, reports, etc.) and webinars • NASDCTEc supports/provided content for Techniques • Produce at least one webinar jointly	Ongoing
• Begin series from the ACTE president in NASDCTEc blog	Plan
Organizational Leadership – Coordination	
• Serve as liaisons on each other Boards • Provide free registrations to organizations' meetings • Board members each automatically receive membership to other Association • Quarterly meetings between Kim, Kate, LeAnn & Steve • Host annual Joint ACTE-NASDCTEc Executive Committee meeting	Ongoing
• Formally compare strategic plans to determine overlap, leverage points and gaps • Jointly pursue grant money/funding to support new initiatives through mutual discussion	Plan

and agreement on strategic targets related to funding and projects.	

CareerTech VISION Update

Planning for 2015 CareerTech VISION is very much underway, with NASDCTEc/NCTEF responsible for nine sessions and supporting an additional six sessions identified as appropriate for the "Career Clusters strand." In total, these 15 sessions all focus on the intersection of policy and practice, with state and local leaders exploring major elements of the National Career Cluster Framework and program of study framework. A full rundown of the sessions are available in this downloaded brochure.

In addition, an MOU was signed for two Career Pathways Effect workshops to be offered as pre-conferences based on an agreed-upon revenue split between ACTE, NASDCTEc/NCTEF and CORD. While the MOU is limited to these two sessions, there is support across the organizations to offer such workshops at other ACTE events, such as National Policy Seminar or Best Practices conference, with an adjusted revenue share, contingent on the success of these two workshops at VISION.

NASDCTEc has been involved in the planning of VISION in a number of other ways, including involvement on the postsecondary engagement task force, serving as a session reviewer, coordinating marketing, and offering informal guidance throughout. Leadership from ACTE and NASDCTEc have already begun meeting to discuss VISION 2016 to ensure an even closer alignment and collaboration as identified in the MOU.

Products: The revenue share from the book co-authored with CORD entitled, *The Career Pathway Effect: Linking Education and Economic Prosperity,* has decreased over the last two quarters. The chart below shows the sales over the last four quarters. With the quarter ending June 30, 2015 the remaining balance of CORD expenses have been paid. All net sales receipts will accrue to NASDCTEc until the remaining balance of $12,811.81 (author stipends) is paid. At that point, the 50/50 split between CORD and NASDCTEc will start again.

Quarter Ending:

September 30, 2014	December 31, 2014	March 31, 2015	June 30, 2015
$205.31	$1,135.69	$55.61	$125.18

As of the end of the fiscal year, we have received 99% of our budgeted income for Career Cluster products. The FY16 budget increases product sales by 14% based on the assumption that the VISION Career Clusters strand and workshops will be a greater visibility to the products. Also, plans are in place to update the Career Cluster pocket guides and the 16 Career Cluster brochures.

Product Updating Plans: Many of the Career Clusters products have not been updated since they were created in 2010. Staff is working to refresh select products with a new look and theme, though the logo and color scheme will remain the same. Content for select products will also be updated according to new resources and data relevant to materials. This revision includes the Pocket Guide, Career Cluster-specific posters and brochures - a total of 33 products. To assist in the update and redesign, the Communications Committee has provided initial feedback and formed a sub-group to take a deeper dive into materials. Staff will finalize the products and launch the updated products at the Association for Career and Technical Education's (ACTE) 2015 VISION Conference in November.

Marketing Plans: NASDCTEc conducted an end-of-year sale in June and will launch a back-to-school sale in August/September to promote products and sell down existing inventory in preparation for product refresh.

Lost Inventory: An agreement has been finalized with Vivayic in the amount of $23,365 - the value of lost of the Career Cluster product inventory. Vivayic will be provide consulting services, surveying our members to better understand their value, use, and preferred strategic next steps with the Career Technical Common Core (CCTC). Their experience with Career Technical Education (CTE) across the US and relationships with current and former State CTE Directors uniquely positions Vivayic to deliver a comprehensive and strategic analysis. The analysis will be ready in time for the February 2016 Board of Directors' retreat.

NASDCTEc staff has worked to refine and carry out the NASDCTEc/NCTEF communications strategic plan, with objectives and strategies in place. The following objectives were finalized in mid-February 2015. Staff has carried out plan strategies to meet communications goals and objectives and will revisit the communications strategic plan previous to the next board meeting. Plans and objectives include:

1. Raise visibility of NASDCTEc/NCTEF as leading voice on high-quality CTE programs of study
2. Raise visibility of high-quality CTE as the most effective strategy for graduating students ready for their next steps and supporting America's global competitiveness (as articulated through Vision Paper)
3. A broader array of stakeholders are engaged around the notion and goals of high quality CTE (directly and indirectly through our members), including an emphasis on business/industry
4. CTE: Learning that works for America is a nationally-recognized campaign and brand adopted by 49 states– and all of NASDCTEc/NCTEF's communications and case-making resources are aligned under this brand
5. Support the adoption, implementation and/or endorsement of Career Clusters® and/or Common Core Technical Core and/or programs of study across states
6. Support NASDCTEc's federal and state policy efforts through the reinforcement of effective partnerships, publications, messaging and engagement with policymakers

The second half of the fiscal year's communications efforts have been focused on rolling out the Excellence in Action award winners, launching and working with the Communications Committee, updating select Career Clusters products, developing new targeted e-blasts to the over 4,000 individuals on the NASDCTEc mailing list, marketing the CareerTech VISION conference in November 2015 where we will lead a variety of conference sessions and the NASDCTEc/NCTEF rebrand. Below you will see the progress made since February, and the outlook for the next six months.

Strategies:

1. *Leverage the website, blog, social media tools and e-blasts to maximize the reach of informational and persuasive messaging tools to engage potential partners and key stakeholders[1][2][3]*

---

[1] 2.3.10 - Maintain and expand social media strategy to engage broader set of stakeholders (NASDCTEc/NCTEF)
[2] 3.1.4 - Deliver timely information/resources to NASDCTEc's members and relevant stakeholders (including the blog, social media resources, etc.) (NASDCTEc/NCTEF).
[3] 5.5.4 - Put in place a content management/maintenance schedule/ system for the website (NASDCTEc/NCTEF)

Tasks accomplished to date:

- Monthly updates of the homepage slides pointing to or repurposing NASDCTEc resources and information,
- Daily updates of Twitter and weekly updates of Facebook
- Released a new e-blast series, CTEWorks Communications, for current future supporters of the CTE: learning that works for America campaign, and
- Integrated a CRM system into the NASDCTEc website.

Tasks to be accomplished:

- Develop and launch a state policy/resource directory featuring NASDCTEc and external resources,
- Integrating social media into the website for real-time updates,
- Develop a process for obtaining content from partners and leaders in CTE diversify content and build goodwill among partners,
- Release the first Research/Publications e-blast highlighting NASDCTEc publications alongside outstanding resources from the field.
- Releasing monthly Friends of CTE blog posts

Success Metrics:

- Goal: 35 percent open-rate and quarterly release schedule for e-blasts.
  - The first CTEWorks Communications e-blast had a 26 percent open-rate and 22 percent click-through rate. Staff is on track to release another e-blast focused on research and publications in late August/early September.
- Goal: The effectiveness of the blog strategy is measured by analyzing the Learning that Works blog Google Analytics, including the user visits and top posts of each month, with the goal of increasing views and click-throughs to blog posts that feature major NASDCTEc announcements, policy updates, events and publications.
  - Since April, users, sessions and page views have risen steadily with a spike in July due to multiple blog posts and focus on the Celebrating Innovations in CTE event at the White House.
- Goal: Add 500 Twitter followers within the year.
  - We are well on track to reach an additional 500 followers having gained 301 followers since April 2015.
- Goal: Add 200 Facebook followers within the year.
  - We are well on track to reach an additional 200 followers having gained 319 followers since April 2015.
- Goal: The effectiveness of the website strategy is measured by tracking website page visits of the overall site, as well as pages we are specifically promoting (e.g. NASDCTEc events, recent publications and more). NASDCTEc uses Google Analytics to keep track of data, and report in the monthly Board of Director's report. Our goal is to maintain at least 25,000 unique visitors to our website each month, over the course of a year.

o The 25,000 unique visitor goal was met in both April and May. June, July and August are typically slower months based on past data due to education schedules, thus we did not reach the 25,000 benchmark.

2. *Engage in and maintain strong partnerships with critical education reform and business organizations, with a particular focus on those that can help amplify our federal policy agenda, our interactions with state policymakers and/or our direct impact on CTE in practice.[4]*

NASDCTEc is committed to identifying and developing national partnerships to promote CTE with related education organizations, policy organizations, federal agencies and business and industry/labor councils. There are a current of efforts in place to continually improve upon our partnership and our reach through the education reform community such as leveraging the Friends of CTE blogs. An additional step we will carry out this year are:

Tasks accomplished to date:

- Developed internal calendar of major events throughout the year (e.g., CTE Month, Teacher Appreciation Week, Manufacturing Month, etc.) so we can align our own communications (e.g., social media and Week in CTE blog posts) with those efforts.
- Partnered on a variety of publications and webinars with partners including the Appalachia Regional Comprehensive Center and Achieve.
- Maintain/update our joint-work plan with ACTE to coordinate on policy, programs and communications.

Tasks to be accomplished:

- Launching and monitoring a partner calendar event to be updated quarterly,

Success Metrics:

- Staff monitors partner engagement and participation quarterly and reports back on partner events and announcements on a weekly basis.
- Staff is on track to complete the goal of partnering six times per year on publications and/or webinars.

3. *Support the utilization of the CTE: Learning that works for America campaign in all states through regular revisions of resources and direct technical assistance.[5]*

Tasks to accomplish:

- Host standing cross-state calls where users can share lessons learned and challenges, each one featuring a state or local district that has embraced the campaign in a meaningful

---

[4] 1.3.2 - Highlight strong employer-education partnerships through multiple communications strategies (e.g. Friends of CTE blog series, papers, case studies, resources, etc.) (NASDCTEc/NCTEF).
[5] 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 (NASDCTEc/NCTEF).

way. These calls should be inclusive of anyone in the state responsible for communications who may benefit from the campaign.

- Determine how new technologies can be utilized in promoting the campaign and best practices. (E.g. incorporating state/school videos on the YouTube page, etc.)
- Expand on our set of short case studies on the various approaches states have and can take to implement the campaign brand and resources.
- Work with Communications Committee to updated to develop new resources and materials for the campaign.

Success Metrics:

- Every six months staff will review web-based resources and refresh as needed. Staff will utilize the expertise of the Communications Committee to update resources for the campaign.
- Staff will feature the campaign prominently during CTE Month in February.

4. *Maintain strong and effective two-way communications channels with members to ensure they are aware of NASDCTEc/NCTEF's activities, resources and events and that NASDCTEc/NCTEF is developing the research, tools and resources most needed by our members.*[678]

Tasks accomplished to date:

- Communications Committee
  NASDCTEc re-launched the Communications Committee in May, using the Spring Meeting for recruitment. The committee consists of 21 members from 11 states and a multitude of national organizations. This summer, the committee worked with staff on rebrand efforts, as well as the Career Clusters product update. As we look into next year, the committee will assist in the rebrand rollout, updating CTE: Learning that works for America campaign resources, marketing the 2016 Excellence in Action awards and CTE Month.
- Case-making materials
  Last year we updated or created a variety of fact sheets; most recent fact sheets focused on CTE Delivery Systems, CTE and Student Achievement and CTE Month & the Learning that Works Campaign. Staff will work with the Communications Committee to continue to refresh case-making materials, specifically around the CTE: Learning that works for America campaign in preparation to promote the camping during CTE Month in February. Included in this information will be tips on how to package or use campaign materials
- Career Cluster Product Update
  Many of the Career Clusters products have not been updated since they were created in

---

[6] 3.1.2 - Build an online library of members-focused resources. (e.g. overview of key initiatives, pieces of legislation, member benefits, etc.) (NASDCTEc/NCTEF).
[7] 3.4.4 - Annually identify member task forces to accomplish priority goals.
[8] 3.4.5 - Develop an electronic newsletter that shares NASDCTEc and state accomplishments, as well as articulates how members can use NASDCTEc resources (NASDCTEc).

2010. Staff is working with the Communications Committee to refresh 33 products including the Pocket Guide, Career Cluster-specific posters and Career Cluster-specific brochures.

- NASDCTEc Member Newsletter
This year, NASDCTEc will move from releasing a bi-monthly newsletter to a monthly newsletter for members. It will also be reformatted to promote and highlight not only NASDCTEc events and resources, but also serve as a place to let members highlight what is happening in their states and organizations.

Tasks to accomplish:

- In addition to current resources, we will explore other mediums, such as PowerPoints, YouTube videos, talking points and additional fact sheets, to support state and local advocates for CTE to be created throughout 2016 in line with our state policy strategy and federal policy goals.
- Staff will review and update case-making materials two to three times per year. This includes fact sheets, talking points, one-pagers and videos.
- On a quarterly basis, staff will monitor how often new or updated resources are accessed.
- NASDCTEc/NCTEF will promote new or updated resources through homepage slides, social media and the This Week in CTE blog series.

Success Metrics:
- The committee will continue to host bi-monthly committee calls as we work through the rebrand and related roll out, and then move to quarterly meetings.
- The newsletter currently has an average of 37 percent open rate surpassing the 35 percent goal.

5. *Conduct and leverage annual Excellence in Action Award to identify and embed high-quality CTE programs of study throughout communications, outreach and advocacy efforts.[9]*

NASDCTEc featured the 2015 Excellence in Action award winners at the 2015 Spring Meeting during a luncheon and reception and are featured in blog posts on the Learning that Works blog throughout the year. A select number of the 2014 and 2015 award recipients were invited and attended the Celebrating Innovators in Career and Technical Education event at the White House in July and/or will speak at the Association for Career and Technical Education's (ACTE) 2015 VISION conference in November, promoting the award winners even further. This Award is central to our broader communications and advocacy efforts, with the winners featured on fact sheets, Congressional newsletters, articles written for partner organizations, blogs, as well as in conversations with members of the media. As we look towards the 2016 Excellence in Action awards, we will focus on the following:

Tasks to accomplish:

---

[9] 2.3.6 - Launch and manage the Excellence in Action Awards program, utilizing these examples in advocacy and communications initiatives (NCTEF).

- Successfully launch the 2016 awards in October, market the award effectively to increase the number of quality applications.
- Feature the award winners at the 2016 Spring Meeting in Washington, DC.
- More proactively work with State Directors with award winners, and their communications staff, to ensure they have a communications strategy in place to highlight the award winners in their communities and provide them with related materials including fact sheets and state-specific press releases.
- Better engage members of Congress around the award winners/winning programs in their districts and states.
- Identify strategies for also leveraging high-quality, non-winners, including embedding them as "success stories" on our state pages on the website.
- Make a clearer connection between the award-winning programs and the NASDCTEc/NCTEF vision.

Success Metrics:
- NASDCTEc/NCTEF will increase the amount of applications to the award yearly, with the goal of awarding a program of study in each Career Cluster in 2017.
- NASDCTEc/NCTEF will successfully use the Award winning programs in communications and advocacy throughout the year.

6. *Build and maintain strong relationships with key members of the media.*[10]

In the second half of the year, staff updated the Newsroom to include a CTE Quick Facts section with readily available fact sheets and resources for media. Additionally, staff developed a state-specific reporter list in preparation for engaging media around the 2016 Excellence in Action award recipients, or pitching NASDCTEc resources pertinent to those states.

NASDCTEc/NCTEF will focus on public relations efforts to increase presence of NASDCTEc as a credible and preferred source about news for CTE. We must also position members and staff to serve as experts in media outreach in their own states as well as nationally.

Tasks to accomplish:

- Update reporter list of press who generally 'get' CTE that we can engage
- Update state-specific reporter list regularly
- Provide support to states/members (through webinars, workshops and/or print materials) on social media strategies
- Develop press releases and statements in anticipation of major publications, events and Federal policy changes or announcements. Publish joint releases or statements with major partners (e.g. ACTE), when needed. All releases will be published on the website under "Press Releases," and sent to the media list.

Success Metrics:

[10] 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 (NASDCTEc/NCTEF).

- NASDCTEc/NCTEF will monitor all media that mentions our organization, initiatives or staff through the story tracker. Staff will build out the reporter list and continue to develop state-specific lists of reporters who cover CTE. Success of this strategy will be measured in an increase of reporters included in the press lists and monitoring press engagement.

7. *Educate staff[11], Board and other spokespeople on key NASDCTEc messaging.*

NASDCTEc staff and Board are regularly asked to participate in presentations and discussions onsite and online for a variety of audiences. All spokespeople need to be knowledgeable on current policy, statistics, trends and messaging, and how it is aligned to the NASDCTEc vision, brand and style guide, to effectively communicate on behalf of NASDCTEc. NASDCTEc will provide training and resources for staff and Board.

Tasks to accomplish:

- Providing resources including fact sheets on key messaging and talking points
- Review and update organizational style guide each year in collaboration with full staff
- Template PowerPoint with key messaging and talking points to be used during presentations
- Yearly staff training on talking points and messaging

Success Metrics:
- NASDCTEc will provide yearly trainings for staff and will update our style guide annually.

8. *Regularly assess of communication effort and strategies, and adjust efforts as needed.*

Tasks accomplished/ongoing:

- Monthly Board updates providing a snapshot of metrics including website, blog and social media traffic (NASDCTEc is doing this currently)

Task to accomplish:

- Quarterly review of major communication efforts including the Excellence in Action Awards, CTE Learning that Works campaign, newsletter and e-communication traffic, social media and YouTube channel utilizing Google Analytics, Constant Contact and social media (Facebook and Twitter) metrics in an effort to determine what communication methods are most effective for communicating to NASDCTEc/NCTEF audiences. The first quarter review metrics will act as a baseline for NASDCTEc/NCTEF communication.

Lastly, the first half of the year's efforts will be directed towards the NASDCTEc/NCTEF rebrand and launch of the 2016 Excellence in Action awards.

---

[11] 5.5.2 - Maintain a style guide and ensure staff are properly briefed on the use of the guide.

Since the April 2015 Board Meeting, NASDCTEc/NCTEF has continued to update and revamp our internal and external communication materials. This includes regular updates to the NASDCTEc website and social media, a new e-blast series and a re-launch of the Communications Committee. Staff also integrated a customer relationship management (CRM) system into the NASDCTEc website to better manage membership and event registration.

SOCIAL MEDIA

Social media engagement has steadily increased over the past six months, with more followers on both Facebook and Twitter. Staff has worked on cross promotion of Facebook posts and Tweets with key partners. Facebook and Twitter posts and engagement rose significantly in February during CTE Month and in April during the 2015 Spring Meeting.

Learning that Works Blog

(Chart showing Users, Sessions, Pageviews for Apr-15 through Aug-15)
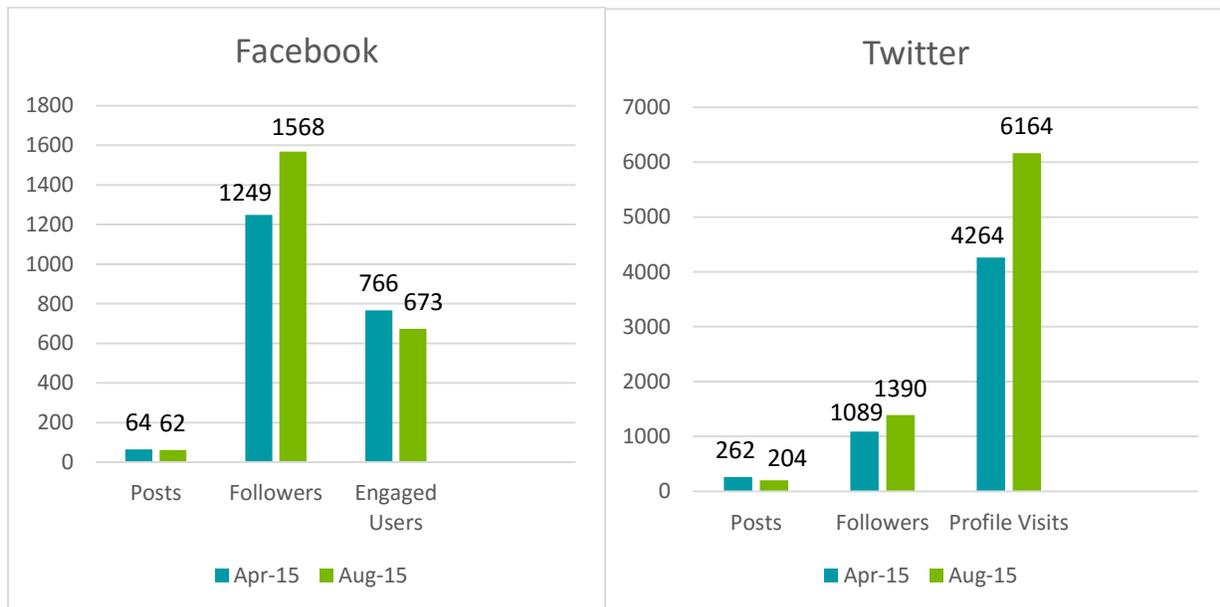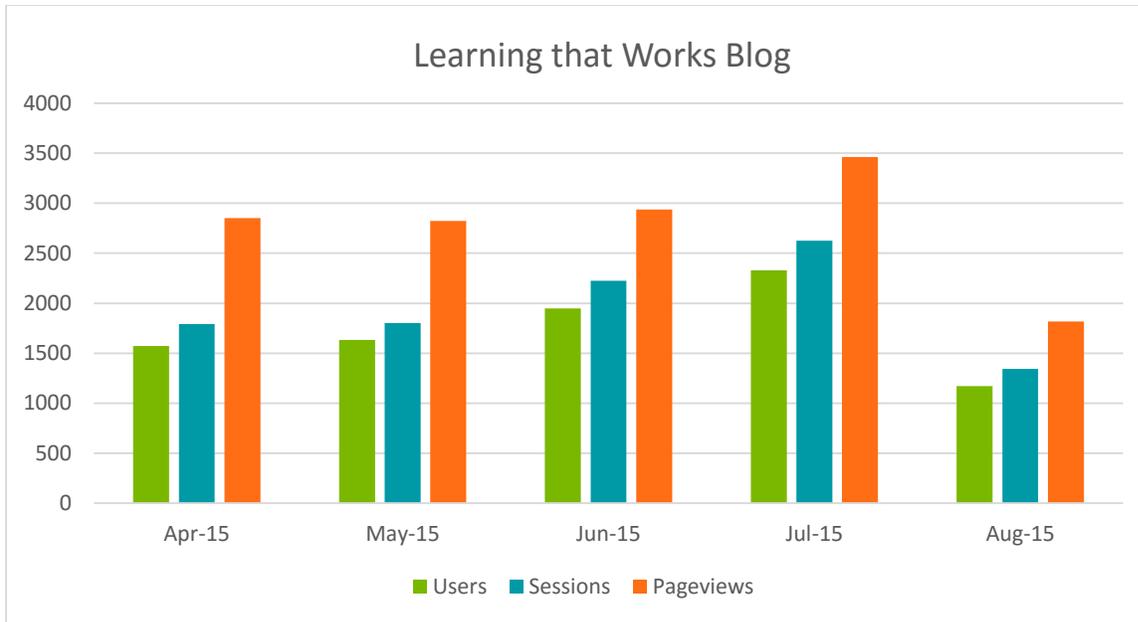
CTE LEARNING THAT WORKS BLOG
Feature regular postings with a variety of (mostly weekly) series including:
- Legislative updates
- State policy updates
- Research reviews
- This Week in CTE
- Inside International CTE

The Learning that Works Blog has featured 67 posts since the April Meeting highlighting events like the Celebrating Innovations in CTE at the White House, guests posts such as our most recent by Educators Rising co-founder, Dan Brown, past Excellence in Action award winners and new State CTE Directors.

WEBSITE
Over a year into the website re-launch, staff has continued to update and manage all pages in a timely manner, regularly updating homepage slides, events, resources, publications, and state pages. Earlier this summer, NASDCTEc integrated a customer relationship management (CRM) system in an effort to better manage membership, create and manage registration for online and onsite events and develop resources and tools for the NASDCTEc membership and general public.

Staff will also build a resource and state policy directory that will compile NASDCTEc resources, external resources such as publications and research, in addition to successful state policies surrounding CTE in an easily searchable online tool. The directory will launch in October and will be updated and maintained by staff on a regular basis.

Google Analytics is the primary tool used to measure the user engagement of careertech.org. In this figure you will see the number of page views, sessions and users have dipped since April.

Consistent with 2014 data available, the summer months are a traditionally slower period for website traffic due to summer education schedules.
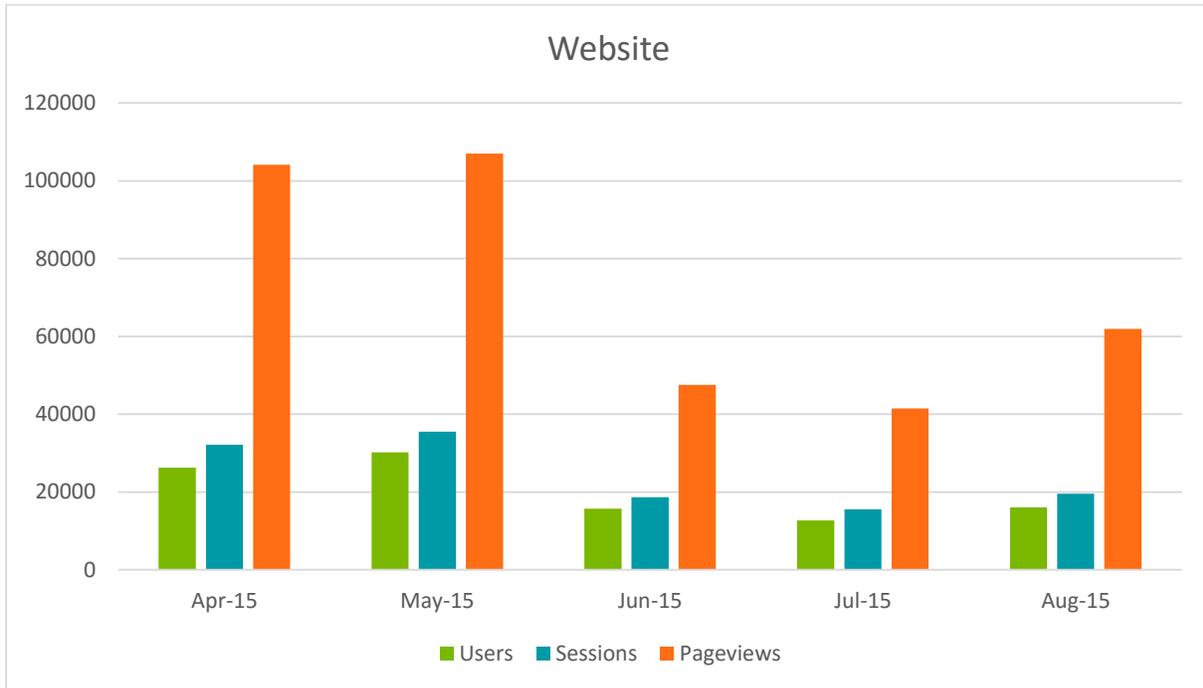
Website

Google Analytics also allows staff to determine the most frequently visited pages on the NASDCTEc website. In the pie chart you can see Career Clusters and related information are overwhelmingly the top visited pages for the last six months.
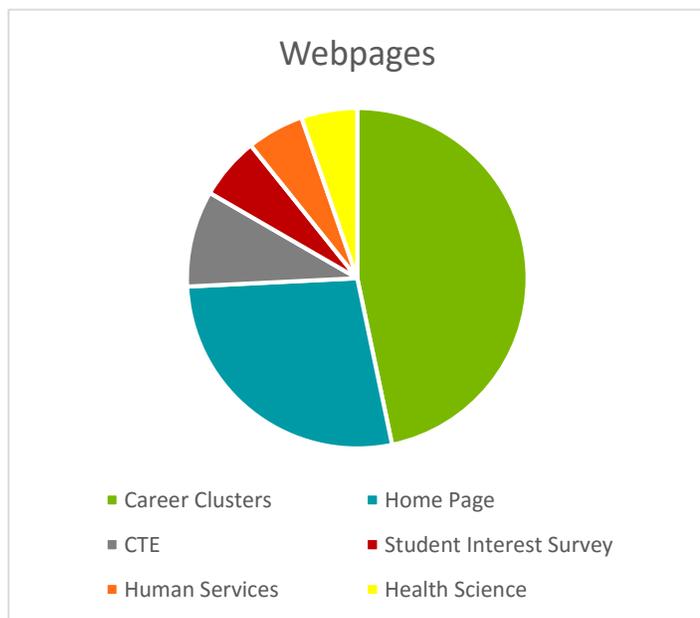
NEWSLETTER
NASDCTEc's bi-monthly, members-only newsletter was launched in Summer 2014 and was updated with a refreshed look in December. The newsletter features updates on federal policy, state policy, organizational movements and features specific states to maximize exposure to peers. This gives our members a new way to access

Webpages

the behind-the-scenes work of NASDCTEc, illustrates the organization's value to them, opens another line of communication between staff and membership and serves as a place to share member news, such as changes in leadership.

Due to a successful first year releasing the member newsletter, NASDCTEc will move from a bi-monthly to a monthly release schedule beginning in August. The monthly newsletter will not

only feature NASDCTEc events and announcements, but will also include blog posts highlighting new State CTE Directors and a section where members can post announcements, articles, or resources. In the chart below you can see the average open rates remain similar, but the click-through rates rise from six percent in the first newsletter and peak at almost 40 percent by the February newsletter. We will continue to strive for a 35 percent open rate and a 30 percent click-through rate.
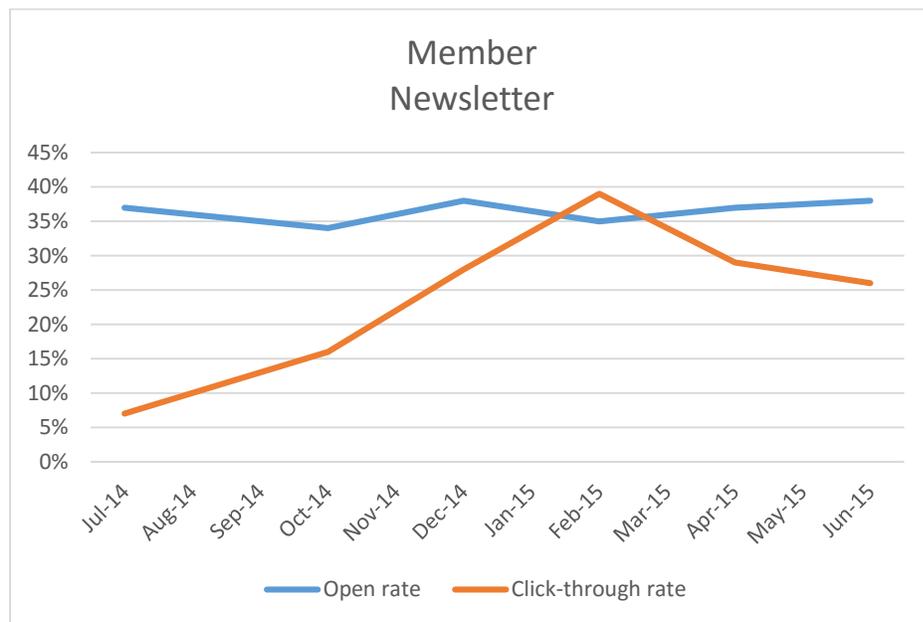
CTE: LEARNING THAT WORKS FOR AMERICA USER AGREEMENT
Currently 707 users have entered into the CTE: Learning that works for America® agreement compared to 691 users in April. Staff will continue to promote the user agreement in particular through the new e-blast series, CTEWorks Communications, in addition to updating all Learning that works for America campaign resources as needed.

EXCELLENCE IN ACTION AWARD
NASDCTEc/NCTEF has successfully launched two rounds of the annual *Excellence in Action* Award, recognizing innovative programs of study across the country. The second year was a major success, with positive feedback from the winners as measured through an evaluation, partner organizations and national and local media. Select winners were also invited to and attended Celebrating Innovations in Career Technical Education at the White House in July, again providing exposure to winners, as well as to NASDCTEc. Staff continues to promote award winners through monthly blog posts and as part of our Career Clusters' strand at the CareerTech VISION conference.

NASDCTEc/NCTEF will launch the third round of awards in October and feature award recipients at the 2016 Spring Meeting. If you would like to be further involved in the awards process, we encourage you to join the selection committee comprised of State CTE Directors and past award recipients to help us select the 2016 award winners.

MEDIA ENGAGEMENT

NASDCTEc has maintained strong media contacts throughout the year to raise the visibility of high-quality CTE. Staff has worked with a variety of journalists resulting in quotes or mentions of NASDCTEc and/or Excellence in Action award winners in 12 articles since the April 2015 meeting. Staff provided background and resources to reporters from the *The Hechinger Report* and *National Journal* resulting in positive publications. All articles and related journalists are kept in a media tracking list. In an effort to expand relationships with press at both national and state levels, NASDCTEc will monitor and record reporters who cover the CTE beat, and reach out to them on a case-by-case basis.

Staff has also developed state-specific media lists to engage journalists around the Excellence in Action award winners in their state, as well as to promote NASDCTEc publications that feature specific state best practices and policies.

MAJOR UPDATES

NCTEF Re-branding

NASDCTEc has embarked on an organizational rebrand including a new name, logo and look. Staff, Board and membership is highly engaged in the rebrand process, and on target for soft launching a new name in early October. See the full rebrand report for more detailed information.

Targeted E-blasts

To better engage the 4,000 individuals who have signed up for the NASDCTEc mailing list, staff developed a new e-blast series, CTEWorks Communications, for current and future supporters of CTE: Learning that works for America. The e-blasts offer the latest resources, tools and best practices to help users make the most out of the campaign. In August, staff will release the first Research/Publications e-blast highlighting NASDCTEc publications alongside outstanding resources from the field.

Partnerships

NASDCTEc/NCTEF relies on strong national partners to drive communications efforts and will continue to do so throughout the year. Staff is continuing the blog series focusing on international CTE programs developed in partnership with Asia Society, working with Emerson Climate Technologies for a Friends of CTE blog post, releasing joint press releases, news statements and conducting monthly communications calls with ACTE.

Staff will continue to seek out new partners, as well as build on the strong partnerships already in place for future events, publications, promotion and advocacy.

COMMUNICATION AND ADVOCACY RESOURCES

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 and

posted on the [NASDCTEc website](#). Each month a different Career Cluster is selected and a CTE program is featured as a high-quality example.

State CTE Director Advocacy Calls
Approximately every quarter, NASDCTEc hosts an advocacy call to update its members on the most recent legislative activity and news impacting the CTE community. An agenda is circulated to the State Director listserv multiple times prior to each call and members are strongly encouraged to suggest items for discussion on the call beforehand. This quarter's advocacy call will be held on September 3, 2015.

These calls provide members insights into the legislative process, analysis for what to expect moving forward and a status report on NASDCTEc's federal advocacy efforts to date. State Directors, their staff, and / or their designees are strongly encourage to actively participate in these calls and engage with NASDCTEc staff and their fellow State Directors.

Legislative Webinars
NASDCTEc staff host live, public webinars in the late Spring and early Autumn covering the latest CTE news and policy. The fall webinar will be held in November 2015 and more information is coming to you soon.

CTEWorks YouTube Page
NASDCTEc/NCTEF relaunched our YouTube page under the name CTEWorks to more closely align with other NASDCTEc/NCTEF social media channels. In addition to launching under a new name, the page has been updated to include seven videos developed with the Center for Occupational Research and Development (CORD) to serve as a preview of the introductory workshops designed to be the catalyst for the development and implementation of a career pathways system and Senator Tim Kaine's acceptance of the NASDCTEc Star of Education Award. Staff will update the YouTube page with on-demand webinars and videos as they become available. Since the April Board meeting, the YouTube page has been viewed 374 times and an estimated 810 minutes watched by users. The top videos viewed during this time period are the [Career Pathways Effect: Overview of Career Pathways](#) (88 views), [Programs of Study](#) (48 views) and [Career Pathways Effect: Partnerships](#) (40 views).

In the spring, two Finance/Audit Committee appointments expired and the NASDCTEc/NCTEF Board filled those positions with appointments to Dr. Sheila Ruhland who volunteered to serve as a NASDCTEc Board Representative and Ms. Connie Beene from Kansas Board of Regents who volunteered to serve as the Associate Member Representative.   Ms. Bernadette Howard also volunteered to serve again filling the vacant Board Representative with the term expiring on June 30, 2016.

The Committee is charged by the Board to:

- Review and recommend approval of an annual operating budget;
- Regularly review financial results;
- Ensure the maintenance of an appropriate capital structure; and,
- Oversee the management of organization-wide financial assets.

The Finance and Audit Committee meet quarterly by conference call and in person at annual conferences, when necessary. The positions are for a two-year term beginning July 1, 2015.

Auditor Rotation: In January, the staff shared with the Finance/Audit Committee that we did not have a proper auditor rotation policy and asked them for guidance. The Finance Manual stated only:

> *In keeping with the intent of Sarbanes-Oxley, NASDCTEc/NCTEF will distribute an RFP at least every 5 years to select an auditing firm. The Finance Committee will review all responses to the RFP and make the selection of the firm to engage.*

The Finance/Audit Committee asked the staff to conduct research and bring forward information and draft an audit firm/partner rotation policy. The staff shared their research findings at the April 29th Finance/Audit Committee and recommended the following modification to the existing policy within the Finance/Audit manual.

1. Maintain the required RFP requirement to benchmark audit costs at least every five years. If the financial position of the organizations change substantially or there is dissatisfaction with the firm's performance, benchmarking can be conducted on an as needed basis.
2. If staying with the same auditing firm for more than three years, require partner rotation as early as every three years, if warranted, but a partner change is required at five years.
3. Based on these recommendations, an RFP will need to be conducted in FY16 for price benchmarking purposes.

With the approval of the proposed modifications from the Finance/Audit Committee and the NASDCTEc and NCTEF Boards the staff will begin the required RFP to benchmark audit costs in late October and bring a report to the Finance/Audit Committee in early December 2015. This decision will impact the FY16 audit.

Investments: In November 2014, the NASDCTEc and the NCTEF Boards adopted the Finance/Audit Committee's recommendation to modify the investment policy statement to increase the maximum amount of equity investment from 60% to 75%. Given concerns about the volatility of the market, the Finance/Audit Committee further agreed to more regularly monitor

the accounts, with additional direct updates from Mark Friese, and revisit the investment policy changes on an as needed basis. Such a meeting was held on April 29, 2015, where the committee agreed to keep the cap as is and continue to monitor the accounts and revisit the investment policy changes on an as needed basis. The first quarterly Finance/Audit Committee call is scheduled for September 8, 2015. Mark Friese is on the agenda to speak with the Finance/Audit Committee about the investments and revisit the investment policy if needed.

NASDCTEc/NCTEF Finance/Audit Committee
MINUTES
CONFERENCE CALL
April 29, 2015
3 p.m. – 4 p.m.

Attendees: Jo Anne Honeycutt, Tim Hodges, Bernadette Howard, Mike Mulvihill, John Fischer, Rich Katt
Staff: Karen Hornberger, Kimberly Green
Guest: Mark Friese, Merrill Lynch Advisor

Welcome: Honeycutt welcomed the Finance/Audit Committee and thanked them for joining the call.

Approval of Finance/Audit Committee Minutes: Honeycutt presented the minutes from January 23 and June 12, 2014 Finance/Audit Committee conference calls.

MOTION: **To approve the January 15, 2015 Finance/Audit Committee minutes.**
Howard; Mulvihill.
MOTION ADOPTED.

Auditor Rotation: Hornberger reported that the staff has secured an agreement for our 5th year with the current auditing firm Dembo, Jones, Healy, Pennington & Marshall, PC for $1,000 less than the previous fiscal year for the fiscal year 2015 audit.

Hornberger stated that the Finance/Audit Committee asked the staff to conduct research and bring forward information and a draft audit firm/partner rotation policy. Hornberger shared that their research findings indicated that non-profit organizations have inconsistent policies for audit firm rotation. She also stated within the Sarbanes-Oxley Act there are no direct regulations on not-for-profit organizations and requires partner rotation for publicly held companies, every 5 years. However, the Act is often used as a benchmark of good practice in non-profits. Hornberger shared that the NASDCTEc/NCTEF Finance Manual currently states:

In keeping with the intent of Sarbanes-Oxley, NASDCTEc/NCTEF will distribute an RFP at least every 5 years to select an auditing firm. The Finance Committee will review all responses to the RFP and make the selection of the firm to engage.

Staff is recommending for the following modifications to the existing policy within the Finance Manual:

1. Maintain the required RFP requirement to benchmark audit costs at least every five years. If the financial position of the organizations change substantially or there is dissatisfaction with the firm's performance, benchmarking can be conducted on an as needed basis.
2. If staying with the same auditing firm for more than three years, require partner rotation as early as every three years, if warranted, but a partner change is required at five years.

3. Based on these recommendations, an RFP will need to be conducted in FY16 for price benchmarking purposes.

> **MOTION:** **To approve the proposed modifications to the existing policy per the recommendations of the staff.**
> **Howard; Hodges.**
> **MOTION ADOPTED.**

Investment Policy Changes: Hornberger shared that in September the Finance/Audit Committee met with our investment advisor Mark Friese from Merrill Lynch. Friese made a recommendation to increase the maximum amount of equity investment from 60% to 75%. The Finance/Audit Committee voted to recommended change and to submit the proposed policy modification to the Board for approval. The NASDCTEc and the NCTEF Boards both approved the change in the investment policy based on the recommendations of the Finance/Audit Committee.

Hornberger shared that in January, during the Finance/Audit Committee review of the audit and the 990's our auditor, Don Marshall, flagged the change in the investment policy and underscored with the Finance/Audit Committee that he finds the organization to have a lot of money in stocks and bonds in relation to the total assets. Due to the caution raised by the auditor, staff put the approved policy modification on the Finance/Audit Committee's agenda for further discussion and review.

Hornberger asked Friese to share some feedback and a response to the auditor's concerns. Friese stated the goal of the investment policy statement is establish the parameters the organization is comfortable with related to its investments. These are the direction the investment advisor uses in concert with the staff and Finance/Audit Committee to guide the portfolio. The ranges within the investment policy statement give the investment advisor the flexibility to manage the portfolio to achieve the performance goals are met within existing market environment. Friese stated it is important to note that the organization's resources are not invested in individual stocks, which are sector-based funds that are a compilation of multiple stocks. This mitigates some of the risk but also has a proven record of positive performance, especially as compared to cash or bonds. It is also important to note that the strategy is not a short-run focus, where we are modifying the portfolio on a daily basis as the market changes – but a long-term, consistent return. To that end, Friese works with the staff to ensure that the organization has the appropriate cash flow while also working to maximize investment returns.

Green asked if the Finance/Audit Committee is comfortable with the existing policy and given the concerns of the auditor, can we confidently say that we are comfortable with the current risk of equity? Friese shared to help ease the concerns of the Finance/Audit Committee that if the worst case scenario happened and the stock market crashed, Merrill Lynch would communicate with the staff if adjustments are needed that require more authority than is provided in the investment policy statement. Friese assured the Finance/Audit Committee that they only need to react to long term and not short term issues and their job is to put together a diversified portfolio to make sure that the investments are safe.

The consensus of the Finance/Audit Committee was to keep the cap as is and to not make any changes to the investment policy statement. The Finance/Audit Committee will also continue to monitor the accounts and revisit the investment policy changes on an as needed basis. The Finance/Audit Committee appreciated the concerns of the auditor as well as the investment advisors explanation of these concerns.

Finance Policy Manual Update: Hornberger shared that the Finance Policy Manual was last updated and approved on October 13, 2010. She stated that since the auditors use the Finance Policy Manual to audit the internal, financial processes and procedures, it is necessary to update the document. Some of the changes relates to process changes due to technology advances, changes to staff responsibilities as the team composition and roles have evolved and improvements/streamlining of processes. Hornberger also reminded the Finance/Audit Committee that the new auditor rotation policy, that was just approved, will be included in the updated Finance Policy Manual.

> **MOTION:**   **To approve the Finance Policy Manual as presented with the inclusion of the newly approved auditor rotation policy.**
> **Katt; Mulvihill.**
> **MOTION ADOPTED.**

Meeting adjourned 4:04 p.m. ET

Attendees: Tim Hodges, Rich Katt, Bernadette Howard, JoAnne Honeycutt,
Absent: Mike Mulvihill
Staff: Kimberly Green, Karen Hornberger, Kate Blosveren
Guests: Pradeep Kotamraju, Connie Beene, Sheila Ruhland

Welcome: Honeycutt welcomed the Finance/Audit Committee and thanked them for joining the call.

MOTION: **To approve the January 15, 2015 Finance/Audit Committee minutes.**
Howard; Hodges.
MOTION ADOPTED.

Budget Overview: Green thanked Karen and Kate for their assistance in doing research and pulling together the recommendations for the budget. The process for developing the budget includes careful analysis of the prior year(s) expenses and income, contractual obligations (current and future) and strategic plan priorities projected for the coming year. A lot is in flux in the coming year with rebranding/rebuilding of the Foundation and the Future of CTE Summit. Investments are being made to grow the organization and its partnerships, reach and impact.

Green reviewed the balance sheet and shared the big picture and health of each organization. She stated the Association has $3.2 million in assets; $3.1 million in investments which do not including A/R for dues. The Foundation has $336,000 in assets; $258,000 in investments; and the Microsoft funds of $110,000 that has not been allocated yet. These funds will be moved from restricted net assets to unrestricted assets in FY 16. Overall the staff approached the budget conservatively but not austere. The 85/15 split between NASDCTEc and the NCTEF was retained, which affects most of the operational costs including rent. Staff maturation means additional benefits begin to accrue, thus increasing the budget for such benefits.

NASDCTEc FY15 Budget Recap: Green shared that NASDCTEc has a strong income position, with 90% of the budgeted income received. The organization has not needed to draw down any reserves, as budgeted, due to greater than projected revenue for meetings and sponsorships. Due to increased meeting registrations, several related expenses were higher than budgeted (audio visual and banking changes associated with registration processing). Postage expenses were higher than projected due to additional activity in government relations. An unplanned, mandatory IRS amendment was need to the retirement plan, bringing licenses and over budget. All other lines expenses are in line with or below the budget.

NCTEF FY15 Budget Recap: NCTEF income is much lower than projected, with 90% of the fiscal year completed compared to 38% of income received. Only $35,000 of the $87,000 of reserves has been used. Interest and dividends are low but only represent reconciliations made through April. Revenue from the workshops and products sale will not meet budget targets. Staff has been diligent in reducing expenses to align with the reduced income. Most of the project-specific budgets are under budget. Fundraising expenses were held off due to putting in place the theory of action mission. This is critical work to bring clarity before pursing funding. G&A

expenses are also below budget except for the fixed expenses like rent and insurance. Accounting is over budget, as the external reconciliation process and accounting requires about the same amount of effort despite the decrease in assets and income.

NASDCTEc FY 16 Proposed Budget: Green stated the proposed income reflects a 1.6% increase in state dues, in line with the dues increase approved by the Board in January. State and associate membership dues reflect the standing practice of budgeting 95% of the dues that have been invoiced. State-level associate dues are slightly lower due to the state team pilot, which accounts for a $1200 reduction with 16 current associate members projected to take advantage of complimentary membership offered through the pilot. Despite the pilot, the budget still proposed to increase associate dues due to new members joining the Association.

The budget requests three reserve withdrawals:
- $86,000 to balance budget which is reduced by 32% from the previous year
- $175,000 approved funds for PwC for the Future of CTE Summit
    - Conference income retained even though fewer paid registrations are expected.
    - Registration rates were increased to cover the increased cost of food which averages about $400 per person.
    - No sponsorships are being sought for the Summit however the $10,000 in year-round sponsorships is being applied to that event.
    - Co-conveners contributions are partially offsetting the lack of Fall meeting.
- Payment to NCTEF for specific project-based work which includes CCTC-CCSS alignment study, Excellence in Action Awards, and some state policy work.

Green shared that there are places where funds can be trimmed instead of taking a reserve withdrawal if needed, but doing this would certainly cut out professional development, equipment, scale back travel and no salary increases to name a few cuts. It would also put a hold taskforces and increase the need to make decision about initiatives, fundraising and membership/revenue sources.

The proposed budgeted expenses includes an increase in meeting and meals due to increased hotel catering costs, as well as the additional expenses associated with the February 2016 Board retreat. Audio visual expenses have also increased due to costs and the projected vision roll out at the Spring Meeting. Excellence in Awards will be moved back to the Foundation, decreasing the budget needed in the Association. Printing/copying, postage and legal is all being increased due to new projects within the strategic plan. Salaries are being reduced due to some projects being shifted to the Foundation. A supporting worksheet was supplied with the proposed budget showing the shift in allocations of staff time. As it was recommended for FY15, the proposal calls for a bonus pool to be established after FY15's financial statements are finalized.

MOTION: **To approve the FY 16 NASDCTEc budget as proposed and advance to the full Board of Directors for approval. Katt; Hodges.**
MOTION ADOPTED.

NCTEF FY16 Proposed Budget: Green stated that the NCTEF budget reflects the approved theory of action, which includes shifting some activities to the NCTEF, like the Excellence in Action Awards, CTE: Learning that Works for America campaign, and some state policy work. The budget proposes to proceed with the CCTC-CCSS project, which was postponed by the Board in FY15. These activities are being reimbursed by NASDCTEc, in part due to the direct

member benefit and in part due to fiscal necessity. The estimated expenses are $63,000 and are direct expenses and do not include staff salaries and benefits.

On the income side, the budget is aggressive in its goals for products sales due to the planned updating of the inventory and visibility for the products at the VISION conference and state workshops. A reserve withdrawal is necessary to cover the budget shortfall of $137,000, which largely covers fixed operating G&A expenses and staff/benefits. The agreement with ACTE for the VISION conference is a fixed reimbursement with a cap of $25,000 for the first year. Expenses are aligned with projections of increased sale of products. Salary and benefits are increased due to the increase in staff time for the projects being shifted from the association to the foundation e.g. the CCTC-CCSS alignment study, Excellence in Action Awards, and some state policy work. A supporting worksheet was supplied with the proposed budget showing the shift in allocations of staff time. The Excellence in Action awards budget aligns with the individual award, so fewer winners means there will be less expenses. The proposed accounting budget is reflective of actual FY15 expenses. Legal expenses were increased in the proposed budget due to the authorization to proceed with the "DBA" when the rebranding for the Foundation is completed. Overall, the proposed NCTEF FY16 budget is as conservative without being austere.

MOTION: **To approve the FY 16 NCTEF budget as proposed and advance to the full Board of Directors for approval. Ruhland; Howard.**
MOTION ADOPTED.

Adjourned 3:45 p.m. ET.

Since the April NASDCTEc board meeting, staff have continued to grow and develop the board-approved State Policy Strategy. The strategy document included footnotes that connected back to the organizational strategic plan to delineate whether a specific component was assigned to NASDCTEc, NCTEF or both. (See Appendix A: Board-approved State Policy Strategy)

Currently, staff are actively pursuing multiple components of the strategy. (For current division of work between NASDCTEc and NCTEF, refer to related footnote.)
1. Web-based state policy resources:
   o State Policy Database[1]
   o Updated state fact sheets, profile pages on careertech.org[2]
   o Regular state policy updates on the Learning that Works blog and other NASDCTEc communications[3]
   o Webinar series on state CTE policy with the Appalachia Regional Comprehensive Center (ARCC)[4]
2. Publications[5]
   o Case study forthcoming as deliverable from Career Clusters Leadership Pilot (CCLP)
   o Annual "Year in Review" brief on state legislative and regulatory activity with the Association for Career Technical Education
   o Competency-based Pathways brief with Achieve[6]
   o State Policy Framework (still in conceptual stages, but currently building out framework as it relates to work-based learning as a deliverable from CCLP)
3. Partnerships[7]
   o Council of Chief State School Officers (CCSSO)
   o ACTE[8]

[1] 2.2.5 - Develop a new section of the website focused on state CTE policy, that includes a state policy database. (NASDCTEc/NCTEF)
[2] 2.3.3 - Develop and maintain state profiles/fact sheets that explain and promote CTE in each state. (NASDCTEc/NCTEF)
[3] 3.1.4 - Deliver timely information/resources to NASDCTEc's members and relevant stakeholders (including the blog, social media resources, etc.). (NASDCTEc/NCTEF)
[4] 3.1.1 - Conduct periodic webinars on relevant topics for NASDCTEc members. (NASDCTEc)
[5] 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. (NASDCTEc/NCTEF)
[6] 2.2.8 - Create resources and supports for states to connect CTE with broader reform efforts (CCSS, NGSS, STEM, competency-based). (NCTEF)
[7] 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. (NASDCTEc/NCTEF)
[8] 1.6 - Collaborate and coordinate with ACTE on key initiatives and advocacy efforts in support expanded access to and quality of CTE. (NASDCTEc/NCTEF)

- o Other light-touch or developing partnerships include National Council of State Legislatures, ARCC, NGA[9]
4. Other resources:
   - o Common Career Technical Core implementation interviews (conducted by Vivayic)[10]
   - o Career Clusters Leadership Pilot (pilot year ending in October 2015; deliverables being developed)[11]

As the Foundation has continued to re-define its identity and related topic areas, special attention is being paid to how this scope of work is being divided between NASDCTEc and NCTEF and whether adjustments are necessary. At times, clarifications have needed to be made to better identify how staff assign time dedicated state policy-related work between the two organizations.

Further, staff are continuing to foster relationships with key state-focused organizations such as the CCSSO. Due to these efforts, opportunities for funding – either directly or through the Foundation – may further alter the division of state policy activities between NASDCTEc and NCTEF. As the Foundation's fundraising efforts grow, state policy will likely be a targeted area when seeking such opportunities. For example, discussions are ongoing with CCSSO, through its developing career readiness work, to work together to create a broader database or resource center, which would include state policies as well as NASDCTEc publications, case studies, and more. This effort would likely include funding from CCSSO, thus necessitating the database work being done through NCTEF.

As staff continue to develop this scope of work, key questions are emerging that would benefit from Board feedback.

FOR DISCUSSION:
State Policy Database
1. **What elements, functions would make such a database most useful to you and your staff?**
2. Understanding that not all policy is created equal, staff are considering how best to curate these resources. **What criteria should staff use when considering how to identify policies?**
3. **Other considerations?**

State Policy Framework
Currently, this framework exists as a chart of 13 categories (i.e. graduation requirements, accountability, standards, etc.) with four columns of consideration (policy, options, related issues, examples). However, though currently incomplete, the framework as designed stands to become very large.
1. **How would a policy framework be most useful to you and your staff?**
2. **Other considerations?**

---

[9] 1.2.3 - Engage and support the National Governors Association "America Works" campaign, ensuring positive positioning for CTE. (NCTEF)
[10] 2.2.6 - Create resources to support state adoption and implementation of the CCTC/Career Clusters. (NCTEF)
[11] 1.3.4 - Conduct Career Clusters governance pilot (NCTEF)

<u>Other</u>

1. **Are there areas/elements of state policy that staff should be focusing on and are not? If so, what are those areas and what resources/tools would be most useful?**
2. **Are there any pitfalls that staff should consider when pursuing this work?**

APPENDIX A
Strategic State Policy Plan (2015-2016)
Approved April 2015

Across the country, state legislatures and boards of education are increasingly interested in Career Technical Education (CTE) in recognition of its role in the college- and career-ready (CCR) policy structure. However, many of these policies largely give only lip service to the idea of career readiness or overlook it entirely. While many states are taking action, there is no national voice on CTE reform within states, leading to missed opportunities, at best, and misinformed policies that undermine advances in both the academic and technical fields, at worst.

NASDCTEc/NCTEF is well positioned to provide guidance in this space given our extensive work with states, depth of knowledge on CTE policy and strong partnerships with key organizations at the state and national level. In 2014, NASDCTEc/NCTEF further grew its sphere of influence by establishing key state-focused partnerships, hiring of a new staff member dedicated to state policy and laying the critical groundwork for an expanded and respected role in the future.

With this as a foundation, we present the following strategic plan to strengthen and guide our work in the state policy space. Embedded within this plan are links to the broader organizational strategic plan to ensure that our work in state policy is aligned to missions for NASDCTEc and NCTEF. Additionally, suggested success metrics have been provided for each strategy.
NOTE: With an eye toward the coming landmark events such as the Future of CTE Summit (Summit) and expected Perkins reauthorization, we must acknowledge these will likely create a shift in organizational priorities – as well as the potential capacity strain for staff. As such, we have categorized the following state policy activities as *planned* and *potential* to present a more realistic view of what we can accomplish through the first quarter of 2016. We also present these *potential* activities as a means to spur discussion of how and in what ways NASDCTEc and NCTEF may wish to pursue them in the future.

Objectives:
To help states advance high-quality CTE, NASDCTEc/NCTEF will:

1. Keep NASDCTEc membership up to date of major state policy activity relating to CTE
2. Elevate NASDCTEc/NCTEF's profile across states and nationally as a state policy leader in CTE
3. Through partnerships, build consensus among the national education community and relevant governing organizations around the role of CTE/ "career" in the CCR agenda
4. Provide clear guidance to NASDCTEc members and other state policymakers on effective and positive CTE/career readiness-focused policies
5. Support state implementation of Perkins and other relevant federal policy as well as other state-level policies, specifically programs of study and related areas, to help advance high-quality CTE across the country

Major Strategies:
To meet these objectives, NASDCTEc/NCTEF will:

1. Develop and maintain resources to support state CTE policy development such as up-to-date state profiles, a members-only database of state CTE policies, a policy framework of CTE/career readiness policies, regular publications and blog posts on key legislative and regulatory policy
2. Forge strategic partnerships with key education and governing groups to advance and enhance NASDCTEc/NCTEF's state CTE policy efforts through collaborative deliverables
3. Provide cross-state solutions, resources and technical assistance related to state implementation of federal policy, the Common Career Technical Core, programs of study; and support state-led projects such as the Career Clusters® Leadership Pilot
4. Craft and execute a dissemination strategy aligned to the NASDCTEc/NCTEF communication strategy to ensure resources are reaching key audiences

Key audiences:

- State CTE Directors
- State governing officials (governors, legislators, state board members, etc) and key staff
- Other relevant state policymakers and key staff
- CTE administrators and educators (secondary/postsecondary)
- State board of education members and/or relevant postsecondary governing bodies
- State-focused and national education communities and other relevant partners

---

Major Strategies (in detail):

1. Develop and maintain resources to support state CTE policy development such as up-to-date state profiles, a members-only database of state CTE policies, a policy framework of CTE/career readiness policies, regular publications and blog posts on key legislative and regulatory policy

Web-based Resources
(Planned activities)
>   State Policy Database[12]
>   This database currently exists as a downloadable resource for NASDCTEc members at careertech.org, and contains the more than 150 state policies enacted in 2014, as featured in the NASDCTEc/ACTE publication, "State Policies Impacting CTE: 2014 Year in Review." Members may search among 16 unique categories to learn more about what other states are doing to better inform state-level policy development.
>   Options are being explored to build this work into an embedded database within the website, and could include 2013 state activity as well as proposed and approved policies within the current calendar year. The strategy for building out such a database will be developed and implemented starting in summer 2015.

---

[12] 2.2.5 - Develop a new section of the website focused on state CTE policy, that includes a state policy database. (NASDCTEc/NCTEF)

NASDCTEc Blog[13]

Staff regularly provide state CTE policy updates through the organization's blog, which has a wide-reaching audience and is one of NASDCTEc's most effective ways of disseminating resources and materials to the CTE stakeholders.

State Profiles[14]

The state profiles are a powerful platform to highlight and promote each state's CTE system. Currently, these profiles are often used by educators, news media and other policy organizations to learn more about a specific state. Partner organizations such as the College & Career Readiness & Success Center draw heavily from these profiles for CTE-related information to inform their own websites' state profiles.

Staff update the information in these profiles bi-annually as new data become available. State winners of NASDCTEc's Excellence in Action award are also added to the "Success Stories" section.

State Fact Sheets

NASDCTEc's state fact sheets were last updated in 2011, and are in the process of being redesigned and updated. By crafting fact sheets with more compelling narratives and information, these advocacy tools will provide greater value to the CTE community and interested stakeholders. Once the redesign is finished, staff will keep the fact sheets updated through a regular schedule.

Webinars[15]

On-demand and live webinars may be used to promote new NASDCTEc resources as well as provide important foundational information to the CTE community and interested stakeholders. In concert with NASDCTEc's growing state policy platform, webinars will be leveraged as another tool to increase awareness and understanding of state CTE policy.

Success Metrics:

The effectiveness of the web-based resources will be measured through:

- Google Analytics to track web traffic on the blog as well as other relevant state policy-related pages on careertech.org. NASDCTEc will use Google Analytics to track and report this data in the monthly Board of Directors' report.
- Cisco and Adobe Connect webinar tracking reports (includes surveys, registration and attendance numbers)

---

[13] 3.1.4 - Deliver timely information/resources to NASDCTEc's members and relevant stakeholders (including the blog, social media resources, etc.). (NASDCTEc/NCTEF)

[14] 2.3.3 - Develop and maintain state profiles/fact sheets that explain and promote CTE in each state. (NASDCTEc/NCTEF)

[15] 3.1.1 - Conduct periodic webinars on relevant topics for NASDCTEc members. (NASDCTEc)

Publications[16]
(Planned activities)

State Policy Framework for CTE and Career Readiness Policies

Staff have begun to amass state-focused policies for CTE and career readiness categorized across 16 distinct areas, and are now poised to take the next step and apply the next level of analysis through a policy framework. Using those 16 categories as the basis of the framework, we would consider the elements that help make a policy successful as well as the barriers. The categories include graduation requirements, standards and accreditation, industry-recognized credentials, and work-based learning. Through this tool, we will seek to evaluate new and existing policies to identify potential issues states should consider during implementation and monitoring.

This work would take place as part of the developing scope of work for the revamped NCTEF. As the NCTEF vision and mission is approved, this framework would serve as a guide to provide thoughtful guidance to states, media and other CTE stakeholders seeking high-quality examples and best practices.

Issue Briefs, White Papers and Case Studies

By further expanding into the state policy arena, many areas of NASDCTEc's work have benefited, including our regular publications. Having ready access to a wealth of knowledge on state policy, examples and best practices has been foundational to elevating NASDCTEc's status as the premier national organization for CTE.

In recognition of this coming Summit, a majority of our issue briefs in 2015 will focus on updates to the five principles laid out in the 2010 "Reflect, Transform, Lead: A New Vision for Career Technical Education." Other planned briefs include upcoming co-authored papers with Achieve on competency-based education and state CTE pathways to graduation as well as white papers and case studies related to issues tackled by the Career Clusters Leadership Pilot, including course sequences and work-based learning.

Annual Year in Review brief ("State Policies Impacting CTE: Year in Review")

Co-authored with ACTE, this brief provides a comprehensive scan of legislative and regulatory activities affecting CTE. This scan, presented without judgment, provides the community with an informed list of all activity taking place across the 50 states and D.C., and in turn, helps contribute to future CTE-positive legislation. The 2015 edition will be released in February 2016.

Annual State of CTE series

Started in 2013, the annual series, "The State of Career Technical Education," presents an opportunity for NASDCTEc/NCTEF to fulfill their role as thought leaders within the

---

[16] 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. (NASDCTEc/NCTEF)

CTE community by providing much-needed 50-state research or analysis to important issues facing the field. Since the series' launch, installments have covered topics such as CTE standards and employer engagement.

In 2015, the "State of Career Technical Education" series provide a critical look-back over the past five years since the inaugural CTE Vision was released. This report will serve as a touchstone for states and key partners participating in the Summit, which will put forth a bold vision and collaborative strategy for the future of CTE.

Success Metrics:
The success of NASDCTEc/NCTEF's state policy-focused publications will be measured by:

- Timely publication of high-quality reports and briefs;
- Feedback from State CTE Directors on quality and utility of publications
- Monitoring Google Analytics (views of reports/publications on NASDCTEc website); and
- Tracking media engagement (e.g. mentions of reports in articles and interviews).

2. Forge strategic partnerships with key education groups to advance and enhance NASDCTEc/NCTEF's state CTE policy efforts through collaborative deliverables[17]

(Both planned and potential activities)
Council of Chief State School Officers (CCSSO)
With the Chiefs' public commitment to career readiness, NASDCTEc will continue to play an active role in the organization's ongoing efforts to promote high-quality CTE and career readiness for all students. Specifically, following the publication of CCSSO's "Opportunities and Options: Making Career Preparation Work for Students," NASDCTEc Executive Director Kimberly Green has been invited to make formal presentations at national convenings and Congressional briefings. NASDCTEc continues to be involved in informal conversations with CCSSO to help provide guidance on how to translate the recommendations into state technical assistance. Additionally, CCSSO has signed on to be a Summit co-convener, which will provide an excellent opportunity to further position CTE and NASDCTEc/NCTEF to be embedded in future work with the Chiefs.

National Conference of State Legislators (NCSL)
As a bipartisan national organization representing state lawmakers and their staff, the National Conference of State Legislators (NCSL) is well positioned to provide a neutral platform for promoting high-quality CTE. Currently, NCSL has co-hosted a webinar on state CTE financing models with NASDCTEc and invited our staff to speak at its national conference. It also actively promotes NASDCTEc publications and webinars through its various networks.

---

[17] 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. (NASDCTEc/NCTEF)

ACTE[18]

As part of NASDCTEc/NCTEF and ACTE's joint commitment to collaborate on key initiatives and advocacy efforts, NASDCTEc will continue to work with ACTE to produce the annual Year in Review brief and look for additional ways to leverage new and existing efforts related to state policy.

Other[19,20]

Consistent with its strategic plan, NASDCTEc/NCTEF will continue to seek strategic partnerships with additional key groups such as national organizations (i.e. National Governors Association, National Association of State Boards of Education) and education reform groups (i.e. Achieve, College & Career Readiness & Success Center, Education Commission of the States, Jobs for the Future, etc.). Some of these organizations, including the NGA and the Council of State Governments, have signed on to be co-conveners for this year's Summit and many others will be invited.

Success Metrics:
We will measure success by:

- Monitoring and rating partner participation on a quarterly basis through the Partnership Matrix;
- Actively working with partners to increase cross-promotion via social media and organization websites;
- Publishing at least one Friends of CTE Blog post per year from a state-policy focused partner organization; and
- Partnering at least six times a year on publications and/or webinars with national, high-visibility partners, at least half of which must be state policy-focused.

3. **Provide technical assistance and other resources related to state implementation of federal policy, the Common Career Technical Core, programs of study; and support state-led projects such as the Career Clusters® Leadership Pilot**

(Potential activities)
Common Career Technical Core[21,22]

---

[18] 1.6 - Collaborate and coordinate with ACTE on key initiatives and advocacy efforts in support expanded access to and quality of CTE. (NASDCTEc/NCTEF)

[19] 1.2.3 - Engage and support the National Governors Association "America Works" campaign, ensuring positive positioning for CTE. (NCTEF)

[20] 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. (NCTEF)

[21] 2.2.6 - Create resources to support state adoption and implementation of the CCTC/Career Clusters. (NCTEF)

[22] 2.2.7 - Conduct an initiative to put in place appropriate measurements of the CCTC. (NCTEF)

Thanks to the work done for the 2013 "State of Career Technical Education: An Analysis of State CTE Standards," NCTEF has the ability to draw upon this 50-state research base to develop resources or in-person technical assistance to related to state implementation of the CCTC. With the Board-approved CCTC Continuum of Adoption, NCTEF will be able to better target resources to help states implement the content standards and/or the Career Ready Practices. Future work in this area will be influenced by the Board's discussion in April 2015.

Career Clusters Leadership Pilot[23]
The deliverables being developed by the ongoing Career Clusters Leadership Pilot offer a natural opportunity for NCTEF as it seeks to define the scope of its work. The two Pilots in Manufacturing and Agriculture, Food & Natural Resources have started work on critical CTE areas of need including work-based learning, industry-recognized credentials and course sequences.

It has become clear that there is a need and desire to continue building on and scaling this initial work to the other Career Clusters. However, without a change in existing strategy, this tremendous opportunity may need to be tabled for future consideration, due to current capacity restraints within the states and NASDCTEc/NCTEF.

State implementation of federal policy[24,25]
With the coming reauthorization of Perkins, NASDCTEc expects to provide technical assistance to the states to assist them in implementing the new law to maximize the opportunity and potential for their CTE systems. This will likely be a mix of in-person and virtual meetings.

Other[26]
With growing new and existing partnerships with state-policy focused organizations, there is the potential for NCTEF to play a role in connecting states to broader education reform efforts such as the Common Core State Standards and Next Generation Science Standards, as well as STEM-related and competency-based education work. NCTEF is still contracted with Achieve to support the NGSS career readiness work and, eventually, the development of NGSS pathways in 3-4 Career Clusters, although this work is currently on hold.

Success Metrics:
Success metrics will be determined as NASDCTEc/NCTEF plans to undertake specific activities.

[23] 1.3.4 - Conduct Career Clusters governance pilot (NCTEF)
[24] 1.1.3 - Convene CCSSO, NGA and NASBE to develop a common policy platform to for the state role in Perkins. (NASDCTEc)
[25] 2.2.2 - Develop and host resources and workshops related to Perkins implementation following reauthorization. (NASDCTEc)
[26] 2.2.8 - Create resources and supports for states to connect CTE with broader reform efforts (CCSS, NGSS, STEM, competency-based). (NCTEF)

4. Craft and execute a dissemination strategy aligned to the NASDCTEc/NCTEF communication strategy to ensure resources are reaching key audiences

Any dissemination plan will be aligned to the organizations' Communications Strategy, including social media to promote regular state policy updates, engagement of traditional media outlets to elevate major publications and projects from NASDCTEc/NCTEF and ongoing communications with our members through the newsletter, e-blasts and other relevant channels.

More broadly, as noted in the Communications Strategy, for any state policy publication or resource, we will develop a release and dissemination strategy at least a month before the set release date and, as needed, develop materials around publications – e.g. talking points, one-pagers, etc. – to highlight how they can be best utilized.

Two-Year NASDCTEc/NCTEF Strategic Plan For Period of 2014-2015				
Target	**Goal**	**Strategy**	**Timeline**	**Update (since April 2015)**
1. Build and maintain strong and effective partnerships with key education, workforce and economic development, and philanthropy organizations to advance				
	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, post secondary associations, workforce/economic development, employer-focused organizations, companies and labor unions. Utilize the partnership matrix to target, manage and monitor partnership effectiveness.	Ongoing	Staff continue to meet quarterly to reassess the strength and value of each partnership. Partnership matrix is consolidated on an annual basis and supplemented throughout the year.
		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	NASDCTEc has continued to partner with WDQC in articulating formal positions on issues related to data and CTE, including signing on to a joint response to the NPRM. NASDCTEc supported a number of WDQC's formal communications to Congress and the Administration and regularly attended and engaged with the partner meetings.
		1.1.3 - Convene CCSSO, NGA and NASBE to develop a common policy platform to for the state role in Perkins.	Summer 2015	CCSSO remains a strong partner on many other initiatives not directly related to federal policy. As with nearly all other groups, the development of Perkins priorities, and in this case a common platform, is contingent on formal movement of Perkins. Since little to no activity has occurred on this front, and in addition to ESEA activity, a common platform has not been developed with these groups. Staff worked with CCSSO to attempt to align responses to the NPRM, particularly on the infrastructure issue.
	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.	Ongoing	Board approved state policy strategy at April meeting. Currently focusing on the following elements of the approved strategy: - State Policy database (as part of a larger resource database of NASDCTEc resources), and will include CTE-related legislation, publications, implementation documents, and other resources - Fact sheet/state profile updates - State Policy Framework (given that this is a very large framework with many policies to tackle, we have chosen to start with work-based learning given the growing interest on the national stage and the work being done through the Career Clusters Leadership Pilot)

		1.2.2 - Partner with key organizations on state policy initiatives (e.g. competency-based education, CCSS, CCTC, post secondary alignment). Utilize the partnership matrix to target, manage and monitor partnership effectiveness.	Ongoing	Staff continues to meet quarterly to discuss partnerships. NASDCTEc has continued to strengthen and build on partnerships in the past six months, particularly around state policy-focused organizations. In particular, NGA, CCSSO, NASBE and CSG are all Summit co-conveners and we are engaging with these organizations through common initiatives, resources and communications.
		1.2.3 - Engage and support the National Governors Association "America Works" campaign, ensuring positive positioning for CTE.	Spring 2014	NGA is Summit partner and work will be connected through that initiative. Staff have also been invited to a design meeting on the next policy academy, focused on WBL.
	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	Staff continues to meet quarterly to discuss partnerships. The Chamber is a Summit co-convener and employer groups are regularly engaged through Perkins coalition.
		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	Staff split the Friends of CTE series into two categories: Employers and general Friends of CTE. Currently, staff is working with Emerson Climate Technologies to develop a post for the Employers Friends of CTE section to be released early September.
		1.3.3 - Develop case-making resources, targeted to the business community, designed to promote awareness of and seek support for CTE.	Ongoing	No action since last report.
		1.3.4 - Conduct Career Clusters governance pilot.	2015	The one-year pilot is wrapping up and deliverables are being finalized. They will be released through a series of blog posts and e-blasts to members. The expected deliverables are: - One-pager "Development of a Program of Study" and related short on-demand webinar (Course Sequences subcommittee) - Secondary education-focused work-based learning framework with a few related deliverables (Work-based Learning joint subcommittee) - Revamped NASDCTEc Credentials List (Industry-recognized credentials subcommittee

		1.3.5 - Identify employer champions (one for each Career Cluster) to feature in the roll out the business resolution campaign results.	Winter 2015	The business resolution campaign is on hold pending reauthorization. In the interim reactivating Friends of CTE series and leveraging employer partners from the Excellence in Action award winners. CCLP did not net employer champions as planned.
		1.3.6 - Partner with the CTSOs to leverage their employer partnerships for advocacy and advancement of high-quality CTE.	Ongoing	We continue to participate in quarterly NCC-CTSO meetings to collaborate and coordinate efforts. We have engaged SkillsUSA to help recruit employers/international leaders for blog posts and the NCC-CTSO around the EiA awards
	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	We continue to meet quarterly to discuss partnerships; we have maintained about the same number of partners, adding and subtracting based on rankings
		1.4.2 - Create and utilize criteria to guide decision-making around partnerships.	Quarterly meetings 2014 - 2015	Completed and in use (see above)
		1.4.3 - Determine feasibility of CRPC continuation and focus.	Winter 2014	No work has occurred in this space, but is a possible area of focus for Foundation
		1.4.4. - Engage DOL, DHHS and other federal agencies to support the alignment and understanding of "career pathways" and other related initiatives	Ongoing	Increasing frequency of outreach to DOL due to WIOA passage. Included in multiple career pathways outreach sessions and input into toolkit. See partnerships update for more details.
	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	MOU in place for workshops to be held at ACTE Vision in 2015. In discussions to host workshops at other ACTE events (regional meetings, NPS, NCLA).
		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	We continue to meet quarterly to discuss partnerships. See partnerships update for more details.
	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, 2015, 2016	Completed and Jan 2016 meeting has been scheduled. The intent is for this to be annual meeting.
		1.6.2 - Develop a plan to implement the recommendations and outcomes from the joint ACTE/NASDCTEc Executive Committee.	April 2014	ACTE and NASDCTEc have developed a joint work plan and update quarterly.

		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	Met with the REL, ACTE and partner states at the spring meeting. ACTE released a paper in July that summarized the research compiled.
2. Engage in the formation and dissemination of legislation and public policy that impacts education, economic, and workforce development in support of				
	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	Most recently a position on Perkins' MOE provisions was developing using member and board input. Most major revisions to NASDCTEc's policy recommendations were made prior to the April board meeting. Also pursuing MOA fixes via legislative process, as authorized by the Board.
		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)	This work continues-- language is being honed to this extent and should be ready for final dissemination in the Fall of 2015. ESEA's passage will likely necessitate another round of revisions. These revisions will need to be done more quickly than was the case for WIOA given Perkins' status in the Congressional legislative queue.
		2.1.3 - Engage members of Congress and staff during reauthorization through briefings, school visits, and other advocacy activities.	Ongoing	NASDCTEc has participated in and hosted a number of CTE related hearings in 2015 related to ESEA and Perkins reauthorizations, along with other topics of interest to the CTE community. More such events are being planned for the fall and a NASDCTEc member will particiapte in an upcoming event focused on HEA.
		2.1.4 - Host regular Perkins coalition conference calls to support organizational priorities and unify advocacy efforts during reauthorization.	Ongoing	Call was hosted in August 2015. General interest in developing a common set of principles for reauthorization. General interest on topical convenings related to Perkins reauthorization issues. A meeting is being planned to examine the intersections of Perkins and WIOA this fall.
		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 approved at April 2015 Board meeting; the work-based learning framework is targeted to identify promising practices across the states across an array of related areas.
	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	Quarterly advocacy calls have been mapped out for the remainder of the year and into 2016. Next call scheduled for September 3, 2015.

		2.2.2 - Develop and host resources and workshops related to Perkins implementation following reauthorization.	Post-Reauthorization	Contingent on progress towards reauthorization. Staff are in early stages of plan development for implementation activities.
		2.2.3 - Develop pre-recorded webinars on relevant policy and legislative topics of interest to members.	Ongoing	Several new pre-recorded webinars were added since the April meeting including one on the CTE Vision, the CCTC, and Programs of Study.
		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	Connections have continued to be made where appropriate and available (not all State Directors are able to have direct contact with Congress).
		2.2.5 - Develop a new section of the website focused on state CTE policy, that includes a state policy database.	Spring 2015	Forthcoming resource database for careertech.org will incorporate the current state policy tracker.
		2.2.6 - Create resources to support state adoption and implementation of the CCTC/Career Clusters.	Spring/Summer 2014	We have two projects in the pipeline around CCTC implementation, including an analysis -to be conducted by Vivayic - on how states are implementing the CCTC, with the newly adopted 'adopt-implement-endorse' Board policy as the baseline. This report will be released in Spring 2016 to inform our next strategic plan. The other resource will be a crosswalk of the CCTC and CCR academic standards in math/ELA to be released by June 2016.
		2.2.7 - Conduct an initiative to put in place appropriate measurements of the CCTC.	Spring 2015	Completed
		2.2.8 - Create resources and supports for states to connect CTE with broader reform efforts (CCSS, NGSS, STEM, competency-based).	Ongoing	CTE and CBP paper was released in August 2015 and the global competency paper will be released in Fall 2015.
	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	This work is on hiatus until Perkins reauthorization picks up.
		2.3.2 - Launch a national campaign to get every member of Congress to see a CTE program.	Ongoing	As originally conceived, this project is on hold. Have been working with the House and Senate caucus leaders to plan local site visits for Congressional staff. A site visit to a postsecondary institution is planned later this fall.
		2.3.3 - Develop and maintain state profiles/fact sheets that explain and promote CTE in each state.	Fall 2014/Winter 2015	Fact sheets are currently being revamped with a tentative publication date of September; the State Profiles have been updated with current numbers and other tweaks have been added to improve the quality and relevance of the information provided.

		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/Fall 2014	Staff developed two-pagers featuring 2015 Excellence in Action award winners and will do the same for the 2016 round of awards. Two-pagers were distributed to winning programs of study, media, State CTE Directors and their communication's staff and posted on the website.
		2.3.5 - Engage in the Industry Workforce Needs Council campaign to promote CTE.	Ongoing	NASDCTEc is a key partner with IWNC. The organization's operations have been embedded with Opportunity America. Limited interaction has been sought by the organization and no meeting plans are on the docket.
		2.3.6 - Launch and manage the Excellence in Action Awards program, utilizing these examples in advocacy and communications initiatives.	January-June 2014; April 2015; May 2016	Award winners were featured at the 2015 Spring Meeting during a luncheon, reception, with the opportunity to showcase their program during breakout sessions. Award winners continue to be promoted through the Learning that Works blog and as part of ACTE's CareerTech VISION 2015 conference.
		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	We have continued to track our engagement with the media including all articles that mention NASDCTEc, while also developing a database of reporters we have worked with, or that cover the CTE beat. We continue to coordinate with ACTE on press releases/statements around major federal policy changes utilizing PR Newswire for releases of major initiatives/reports.Staff developed and continues to update a state-specific media list.
		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.	Winter 2015	Staff launched the Communications Committee in late spring 2015. It is comprised of state leaders and communications experts in the CTE field. The Communications Committee will meet bi-monthly for the first seven months, and then move to a quarterly call schedule.
		2.3.9 - Launch redesigned website.	Spring 2014	Completed
		2.3.10 - Maintain and expand social media strategy to engage broader set of stakeholders.	Ongoing	We continue to promote NASDCTEc and partner events, publications, news, information and resources. See communications plan update for metrics.
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	Over the past six months, NASDCTEc conducted one public webinar, partnered with NSC on a WIOA webinar and the ARC on a simulated workplace webinar. Another 4 webinars are currently being scheduled for Fall-Winter 2015.
		3.1.2 - Build an online library of members-focused resources. (e.g. overview of key initiatives, pieces of legislation, member benefits, etc.)	Ongoing	The website was transitioned to a new platform in spring 2015. As part of this transition, a reassessment of resources was conducted. We also gathered feedback on the member services survey, to inform us what resources are of highest value. Finally staff is building a database via the CRM to support better access to the existing resources.
		3.1.3 - Build online library of pre-recorded webinars to educate the public about CTE.	Ongoing	Several new pre-recorded webinars were added in this quarter. One focused on the current Vision - Reflect, Transform, Lead. Several were added as a marketing effort for the Career Pathways workshops, as well as programs of study and Career Clusters 101.
		3.1.4 - Deliver timely information/resources to NASDCTEc's members and relevant stakeholders (including the blog, social media resources, newsletter, etc.).	Ongoing	Ongoing. At weekly staff meeting, staff map out requests/communications to member, discuss blog posts for the coming week to be sure to provide relevant and sufficient content. Stats on communications platforms can be found in the communications update.
		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	Ongoing and recently updated and streamlined
	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. Conduct Spring 2015 meeting.	April 2014; April 2015.	Completed. Evaluation summaries provided to the Board.
		3.2.2 - Conduct 2014 Achieving Excellence Institute. Shift now to Career Clusters Institute embedded in the ACTE VISION conference in 2015.	Summer 2014; Winder 2015	The MOU is in place for the integration of CCI into CareerTech VISION, including a 15-session "Career Clusters" strand for 2015.
		3.2.3 - Conduct Fall 2014 meeting. Conduct Fall 2015 meeting-Summit.	October 2014 & 2015	Summit planning is in high gear. The design team is engaged in developing the Summit's agenda and scenarios. Nine co-convening organizations are signed on. Registrations are close to being at the cap. All states but two are sending representatives.

		3.2.4 - Develop a strategy that reconsiders reconvening of all states for future (Summit, re-conceptualized spring and fall meetings, Institute).	Fall 2014	We will re-evaluate our schedule of annual meetings during the next strategic planning session in Winter 2016, using the Summit and impending release of the new vision to drive that discussion. Input was provided by the members via the member services survey conducted in July 2015 - feedback provided on location and length of meetings. Also each meeting has its own evaluation which guides program development.
		3.2.5 - Host (virtual or in-person) convening of members to support planning and implementation of next federal CTE legislation.	Post-Reauthorization	To be completed following the reauthorization of the Perkins Act.
	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 on boarding process for new members to NASDCTEc.	Winter/Spring 2015	This will eventually be rolled into the New State Director On-boarding project. A check off list has been created to formalize the steps to get a new associate member on board and up to date on the resources that we offer. If funding is award, NCTEF will also be part of a CTE Leadership Academy focus on state leaders.
		3.3.2 - Develop and implement a plan to support skills and leadership development of State Directors/state leaders throughout the year.	Winter/Spring 2015	A formalized plan is being created to provide ongoing, high-quality professional development. The includes a comprehensive yearlong on-boarding program targeted to new State Directors that will build upon and replace the New State Directors Institute.
	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.	Spring/Summer 2015	Survey conducted over July 2015. Analysis and recommendations to be provided to Executive Committee and Board of Directors during September 2015 Board meeting. A full briefing will be shared to support the February 2016 strategic planning retreat.
		3.4.2 - Conduct a quarterly assessment of staff interaction/support/member engagement.	Quarterly	We continue to meet quarterly to discuss member engagement/interactions. If a member state is at a lower level of engagement, targeted engagement strategies are implemented.
		3.4.3 - Develop an annual report to the members identifying accomplishments and progress toward accomplishment of goals.	Spring/Summer 2015	The annual report was released in April and the five progress reports were released in June 2015.

		3.4.4 - Annually identify member task forces to accomplish priority goals.	Integrated into other projects	Staff have created active taskforces for the awards review, a communications committee, a higher ed "kitchen cabinet."
		3.4.5 - Develop an electronic newsletter that shares NASDCTEc and state accomplishments, as well as articulates how members can use NASDCTEc resources.	Summer 2014	Staff will move from a bi-monthly to monthly release schedule of the members-only newsletter. Staff also developed new e-blast series' around communications/advocacy and publications/research targeted to the NASDCTEc mailing list.
	3.5 - Actively encourage alignment and collaboration between secondary and post secondary leaders within and beyond NASDCTEc's members			
		3.5.1 - Convene a postsecondary engagement task force 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.	Winter 2014	State team pilot launched in FY16.
4. Develop and implement actions that address NASDCTEc's organizational governance and fiscal security that ensures successful accomplishment of				
	4.1 - Review NASDCTEc/NCTEF Board of Directors' governing structure, policies and bylaws to ensure alignment with strategic goals.			
		4.1.1 - Convene a task force 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).	Winter 2014/2015	New name is underway with rebranding effort. Once that is complete, we can turn to the regional structure (and see if the Board/membership) is open to additional change in the same fiscal year. The goal is to have a new name before the Summit and a full rebrand launch in May 2016.
		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.	Winter 2014/2015	On hold given rebranding efforts and implications for organization restructure. Will pursue post-Summit and have information/ideas to share with the Board prior at the February strategic planning retreat.
	4.2 - Review NASDCTEc/NCTEF membership structure to strengthen the organization's fiscal security and membership base			
		4.2.1 - Convene a task force to develop a set of recommendations for an updated state team membership model that supports both secondary and post secondary state Career Technical Education leadership.	Winter 2014/2015	The Board voted to pilot a state team concept in FY16. That pilot is underway with many states participating by. A full summary of the pilot will be shared at the February retreat.
	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	The new year-round sponsorship program has two sponsors who are testing the program.

50

		4.3.2 - Develop a fundraising plan, to include identifying priority fund-able projects, cultivate relationships with key funders, etc.	Fall 2014	In the last quarter, staff have submitted a number of proposals - PMI, Ford, ID/IQ, and the 3 grant. If all funding were awarded, this would total approximately $1.08 million over five years. This estimate represents only two years worth of ID/IQ work as the tasks for years 3 - 5 have not been identified. If we have the same level of involvement as we are having in years 1 and 2, this would bring the total to $1.76 million. Other efforts are underway to secure to contract work through relationships with CCSSO, NGA, and JPMC.
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	Recently memberships were sorted into separate listservs - allowing for a more targeted delivery method of information. Listservs and contact information are aligned during the membership renewal period and are updated on a regular basis. A new system of membership update management is being piloted. The new CRM system will make this a more efficient process.
		5.1.2 - Ensure that all Board approved policies are implemented properly and completely.	ongoing	The Board Policy Manual was updated in June 2015 to reflect the recently passed or amended policies. The staff have the attorney review relevant policy guides, personnel policies etc. to ensure legal compliance.
		5.1.3 - Standard operations manual (SOP) is maintained and reflective of current policy and practice.	ongoing	SOP manual is updated on an ongoing basis and will be reviewed again in January.
		5.1.4 - Effective use of Basecamp/Backpack as project management and communications tools.	ongoing	Staff set aside planning days at least three times a year to work on project planning, including development of project starters, plans and brainstorming ideas/solutions. Staff attended training on planning, which is being implemented beginning summer 2015. In addition, effective use of planning tools is part of staff performance evaluations.
		5.1.5 - Establish and implement an effective formal on boarding process for Board members and officers.	July 2014	We have begun the plans and put the steps in place to formalize the on-boarding process for the Board members. Briefing calls were held with all Board members and officers, beginning to document the process and information to be shared. Building upon this, a more formal plan is being created to see what can be 'automated' and what needs to be 'customized' each year.

		5.1.6 - Manage the annual nominations and elections process in a fair and compliant manner.	January 2014, January 2015, January 2016	Project plans are in place for the January 2016 process for annual nominations.
		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	Procedures are updated and reviewed semi annually. Currently reviewing and updating.
	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	All financial tools are used in accordance with Board-approved policies. Each is reviewed by the lawyer, accountant, auditor or investment advisor. The Financial Manual was updated earlier this year to be sure it reflected current practice and the latest fiscal requirements.
		5.2.3 - Conduct an annual audit and implement any recommendations or management notes.	October 2014; September 2015	Audit is scheduled for the week of September 21, 2015 and is on target.
		5.2.3 - Maintain an effective grants management system.	ongoing	Ongoing. Discussions are underway that several of the grants that have been applied for are awarded, that a more robust system will need to be created and a clear system of checks and balances put in place to be sure compliance with each grants requirements.
		5.2.4 - Maintain appropriate security measures to ensure passwords, employee privacy, etc. are protected.	ongoing	Passwords were collected from all staff in June to be sure the organization has access, if needed. All personnel files are held in a locked, fire proof filing cabinet to ensure privacy. Benefits reports are transmitted by removing SSN from documents to protect employee privacy.
		5.2.5 - Implement measures to ensure appropriate back up of all financial information, resources, etc.	ongoing	Quarterly checks with Dr. BackUp and off-site, remote back up service.
	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	All tools and documents are updated on a regular biases in accordance with policies/legal requirements.
		5.3.2 - Establish an implement a formalized staff on boarding process.	July 2014	Onboading process has been created but has not been formalized yet. Due to other priorities this was shifted to early fall 2015.
		5.3.3 - Annually conduct a human resources briefing to review any personnel policy or benefits changes.	April 2014; June 2015	FY 16 Benefit summary and annual signing of yearly forms was conducted in June 2015.
		5.3.4 - Accurate and timely benefits management - retirement, transportation subsidy, payroll, etc.	Ongoing	Ongoing and in compliance.

		5.3.5 - Implement an annual performance evaluation system.	October 2014, October 2015	Evaluations have been conducted in accordance with the established performance evaluation cycle. The next sent of evaluations will occur in September 2015 (for the prior fiscal year).
		5.3.6 - Annually review personnel policies and ensure they are legally compliant.	April 2014; April 2015	These have been reviewed and updated by the lawyer, with recommended revisions approved by the Board in June 2015. The review is conducted annually.
		5.3.7 - Ensure staff are implementing the necessary computer back ups to protect the content and intellectual property of the organizations.	Ongoing	There are regular follow up with the Dr Back up to review backups. All reports are being sent via email to Karen.
		5.3.8 - Maintain an online, accessible standard operations manual. Coordinate updates with staff on a regular basis.	Ongoing	Ongoing
	5.4 Effectively manage the Career Cluster Products			
		5.4.1 - Ensure inventory controls are properly implemented.	Ongoing	Inventory was held the first week in July - inventory controls are carried out on a daily basis
		5.4.2 - Provide customer service and support that ensures high levels of satisfaction.	Ongoing	Ongoing. The member services survey was conducted and the organizational staff received high marks for responsiveness and care to member needs. A report is included in this Board book. Addition details will be shared prior to the February strategic planning retreat.
		5.4.3 - Conduct annual physical inventory.	July 2014/July 2015	FY15 inventory is complete and a schedule of inventory completed by accountant.
		5.4.3. - Develop a plan for phasing out the Career Cluster product inventory.	Summer 2014	The Board reversed the decision to phase out products due to the reliance on the revenue stream. Plans are in place to refresh the products in the fall of 2015.
		5.4.4 - Pilot test the Cafe Press online store.	January 2014	After spending nearly a year to get this store up and running, it was determined that this was not a good use of our time/resources.
	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	Ongoing
		5.5.2 - Maintain a style guide and ensure staff are properly briefed on the use of the guide.	Summer 2014; Fall 2015	Staff will receive training on the updated style guide after the rebrand as style guide content will likely be effected by the rebrand.
		5.5.3 - Maintain and manage the CC and CTE style guides (signed by users), including managing user agreements.	Ongoing	We have a process in place for collecting and managing user agreements. Staff report on user agreements in monthly Board updates.

		5.5.4 - Put in place a content management/maintenance schedule/ system for the website.	Late spring 2014; Revised to CRM in Spring 2015	The website is regularly updated and reviewed by the communications associate and related staff. Staff recently integrated a CRM system to streamline member management, create registration forms and provide greater flexibility in tracking event registrants.

NASDCTEc and NCTEF Executive Investment Recommendation Summary
Submitted by Mark Friese, Merrill Lynch

The last few years have been a very unusual investment environment. Interest rates are currently near all time historic lows. Interest rates rose a bit last year and long-term bonds had a negative rate of return for the first time in many years. For this reason both the *Association* account and the *Foundation* accounts are above the ranges for equities. We recently adjusted the investment policy statement to reflect and allow this change. As the economy continues to heal and rates increase bonds will decline. We see no indication that interest rates will be rising significantly in the near term. When interest rates start to increase and bonds decline in price we will reallocate from equities to bonds.

The period of July 1, 2014 – June 30, 2015 was an unusual period of time with interest rate sensitive securities like utilities under-performing the general market. A large portion of the equity portion of your portfolio is focused on conservative, dividend producing, equity based indexes which own utilities. These indexes provide income which has historically risen over time and provided capital appreciation potential. Due to this exposure during the period measured, you will note a slight under-performance of the equity portion of your portfolio. I have included a longer period (2014- 2015) which shows that this was this was not the case over a more extended period of time.

There has been increasing volatility in the U.S. markets due to events outside our country. Problems with Greece, Puerto Rico and China are just some examples. The international equity exposure in your portfolio is currently less than 3%. Area like central Europe are starting to improve, but starting from deeply depressed levels.

Sufficient cash is available to meet intermediate cash flow needs that were estimated by the association.

No changes are currently recommended.

NASDCTEc and NCTEF FY15 and FY16 Financial Summary
Prepared by Kimberly Green, Executive Director and
Karen Hornberger, Finance and Office Manager

FY15 – Year End: This report provides summary financial information for the period of July 1, 2014 through June 30, 2015 or 100% of the fiscal year.

FY15 NASDCTEc

INCOME: The fiscal year ended strongly, with 94% of budgeted income. All income categories exceeded targets but two. The two that did not achieve the income goals were reserve fund withdrawals. In the case of the communications campaign, direct expenses were only 42% of projected expenses. The second reserve withdrawal was originally planned to balance the budget. This was not needed due to strong income in the other categories. If the reserve fund withdrawal that was not needed was removed and the campaign reserve fund withdrawal aligned with actual expenses, this would bring the budgeted income to 111% of budgeted income.

EXPENSES: Total expenses were at 93% of budget projections. The budget report provides an explanation for the six expense lines that were over budget.

ASSETS: At the end of the fiscal year, NASDCTEc's fiscal position was strong with total equity at $2,417,466.39 and total assets at $2,738,599.29. At the end of FY14, the NASDCTEc total equity was $2,447,145.21 and total assets at $2,746,129.66. Comparatively, this represents 2% growth in equity and 4% growth in assets.

FY15 NCTEF

INCOME: Income trailed projections at only 54% of budget. The greatest disappointment was the lack of revenue from workshops, which only achieved 10% of budget. However, only 53% of the planned reserve withdrawal was used to balance the budget due to additional revenue from product sales, contracts and the revenue share with NOCTI.

EXPENSES: Expenses aligned to the shifting priorities of the organization throughout the fiscal year. It was year of reimaging and rebuilding. Expenses were in line with revenue, at 54% and represent fiercely fiscally conservative management. The budget report provides an explanation for the four expense lines that were over budget.

ASSETS: At the end of the fiscal year, NCTEF's total equity equaled $306,999.37 and total assets were $338,051.04. At the end of FY14, the NCTEF total equity was $362,970.85 and total assets at $492,135.88. Comparatively, FY15's equity is 15% lower than FY14 and assets 32% lower. The additional decline in the assets is largely due to a reduction of inventory. As noted previously, resolution has been achieved with Vivayic on the lost inventory. Throughout FY16, the inventory will be reduced and shifted to represent "donated" services for contract work.

FY16: This report provides summary financial information for the period of July 1 – 31, 2015 or 8.5% of the fiscal year.

FY16 NASDCTEc

INCOME: As of July 31, income is at 8% of budgeted projections. This is somewhat deceptive of the overall income position because the budget includes $353,082.55 - 31% of the overall budget - in reserve withdrawals for the Summit, project-based work and payments to NCTEF. State dues are at 68% of budget, with intent forms from all states except Louisiana. Associate dues are at 95%. Interest is at 8%. Conference registrations are above target (55%) for the Summit. Sponsorships are limited to the spring meeting, so the only income showing here is from the pilot year-round sponsorships.

EXPENSES: Expenses are at 9% and in line with projections. Several expenses (insurance, fees) are annual fees that have already been paid.

ASSETS: As of July 30, 2015, the Association's fiscal position was strong with total equity at $2,486,371.03 and total assets at $3,095,309.76. This is a strong fiscal position to be in and should give the Board confidence in its decision to invest reserve funds into organizational priorities.

The July balance sheet shows a due from NCTEF amount of $30,200.56. This represents the staff time and benefits dedicated to NCTEF from January 1, 2015 through June 30, 2015. This payment has been made and recorded in the August statements.

INVESTMENTS: See reports submitted by Mark Friese, Merrill Lynch. No changes to the portfolio are recommended at this time.

FY16 NCTEF

INCOME: Income is minimal, with only interest being recorded at this time. Income will pick up as the fiscal year ensues. The target date for launch of refreshed Career Cluster products is November 2015 (at ACTE VISION). The reimbursement from ACTE will occur in the first quarter of 2016. The NASDCTEc reimbursement to NCTEF for project-based work will take place after December 31 and again at fiscal year end.

EXPENSES: Expenses are in line with income, at 1% of budget.

ASSETS: As of July 30, 2015, the Foundation's total equity equals $303,200.54 and total assets are $331,742.32. As of July 1, 2015, the funds from the Microsoft Grant ($110,000) were moved from restricted net assets to unrestricted assets.

INVESTMENTS: See reports submitted by Mark Friese, Merrill Lynch. No changes to the portfolio are recommended at this time.

FY15 NASDCTEc/NCTEF AUDIT UPDATE: The audit is scheduled for the week of September 21, 2015. A detailed review of the draft audit will be presented to the Finance/Audit Committee in December 2015. Upon approval of the report by the Finance/Audit Committee, the final audit report will be presented to the full Board in late January 2016 for approval.

		Approved	Actual	Actual to budget	Explanatory Notes
FY15 NCTEF Budget					
Income		**FY15 Budget**	**through**	**100% of**	
			6//30/2015	**fiscal year**	
NOCTI		$750.00	$2,171.25	290%	Much better than projected income. We anticipated a decline in the sales this product (Workplace Readiness Assessment, MOU in place since the product draws from the CCTC) since it has not been refreshed in some time. Sales patterned the prior fiscal year, therefore FY16 budget reflects more accurately projected income targets.
Product Sales		$30,000.00	$31,095.40	104%	
Interest/Dividend		$10,000.00	$6,148.06	61%	Due to income draw down, base for investments was lower than budgeted.
Workshop Revenue		$27,500.00	$2,652.57	10%	This was a significant disappointment. Only revenue was from the workshops at the National Career Pathways Conference. We had expected to have presessions at the ACTE 2014 VISION, which did not happen and no states chose to host a workshop this year despite additional marketing efforts put in place in spring 2015 (pre recorded shorts and a communication to State Directors).
CCTC- from reserves		$38,400.00	$0.00	0%	These funds were to cover the CCSS-CCTC alignment study. The Executive Committee put a hold on the project for this fiscal year.
Reserve withdrawal to balance budget		$87,372.31	$46,080.30	53%	In part this was offset by the Achieve contract (see other income) and overall efforts to keep expenses to a minimum.
Other Income		$7,500.00	$20,776.25	277%	Contract work with Achieve for the competency-based paper accounts for the majority of the additional income in this category.
Total		**$201,522.31**	**$108,923.83**	**54%**	
Expenses - Specific Projects					
2014 Institute expenses		$500.00	$ -	0%	No expenses incurred. Due to the elimination of the Institute, no future expenses budgeted.
2014 Institute pre-session revenue share		$3,000.00	$ -	0%	These expenses were covered in the prior fiscal year, so no expenses will occur in FY15.
CC Leadership Taskforce		$3,000.00	$1,245.79	42%	Pilot will come to completion in the fall 2015. Lower than planned expenses due to the nature of the work flow.
Shipping fees - product sales		$1,600.00	$1,661.00	104%	Over budget: $61. Reflects actual costs. Budget is a % estimate of projected sales. Actual postage varies depending on location of customer.
Credit card fees - product sales		$600.00	$262.71	44%	Customers can purchase with credit cards or purchase orders but the budget is built upon all sales being made by credit cards, thus the lower than projected expenses.
Art, printing and copying		$7,500.00	$2,286.39	30%	Minimal reprinting was done in anticipation of larger overhaul of products in FY16. Printing was done on an as needed basis to fill orders.
Direct staff and benefits		$89,582.06	$59,975.04	67%	Lower than projected due to postponement of CCSS-CCTC and lower than projected development work due to the pause caused by the shift to broader organizational rebrand. Also, rebrand costs are now being shared between the two organizations rather than fully being absorbed by NCTEF.
Board expenses		$5,000.00	$3,930.89	79%	
CCTC		$38,400.00	$0.00	0%	These funds were to cover the CCSS-CCTC alignment study. The Executive Committee put a hold on the project for this fiscal year.
Fundraising and grant development		$15,000.00	$1,145.08	8%	Funds were largely unspent due to decision to hold on direct fundraising until rebranding and the Future of CTE Summit were complete.
Subtotal for Specific Projects		**$164,182.06**	**$70,506.90**	**43%**	

59

General CC/Administrative Expenses					
Rent		$19,700.00	$19,585.82	99%	
Travel		$500.00	$297.61	60%	
Communications		$1,930.25	$2,716.71	141%	Over budget: $786.46. Had to change web hosting platform our host was getting out of the business. This meant we needed to migrate the site over, resulting in additional unplanned costs. NCTEF's portion totaled $1170.
Postage		$75.00	$51.50	69%	
Supplies		$275.00	$58.45	21%	
Equipment		$410.00	$389.05	95%	
Printing and Copying		$100.00	$32.26	32%	
Legal		$350.00	$325.00	93%	
Licenses/Fees		$450.00	$458.66	102%	Over budget: $8.66. Statutory representation fee increased over prior year, which was not anticipated.
Insurance		$732.00	$713.25	97%	
Accounting and banking		$8,068.00	$10,364.03	128%	Over budget: $2269.03. As shared with the Board throughout the year, the approved budget underestimated the portion of accounting fees NCTEF would incur for tax preparation and audit preparation. The FY16 reflects FY15 actual expenditures.
Banking fees - investments		$4,750.00	$3,424.59	72%	The investment fees are charged quarterly and based on the average size of the portfolio. The interest/dividends only achieved 61% of budgeted goals but the fees totaled 72%. This is because when the timing of when fees were drawn down versus when NCTEF transferred funs from the account to cover expenses.
Total G & A expenses		$37,340.25	$38,416.93	103%	
Total project expenses		$164,182.06	$70,506.90	43%	
TOTAL EXPENSES		$201,522.31	$108,923.83	54%	
INCOME LESS EXPENSES		$0.00	$0.00		

National Career Technical Education Foundation
Balance Sheet
As of June 30, 2015

	Total
ASSETS	
Current Assets	
Bank Accounts	
1010 Cash - Bank of America	65,267.09
1017 Cash - Merrill Lynch	12,393.25
Total Bank Accounts	$ 77,660.34
Accounts Receivable	
1200 Accounts Receivable	14,876.43
Total Accounts Receivable	$ 14,876.43
Other current assets	
1050 Mutual Funds	192,616.59
1350 Prepaid expense	23,737.26
Total Other current assets	$ 216,353.85
Total Current Assets	$ 308,890.62
Fixed Assets	
1100 Furniture	9,053.99
1101 Accumulated Depreciation-Furniture	-8,621.79
1120 Equipment	43,215.40
1121 Accumulated Depreciation-Equipment	-41,996.12
Total Fixed Assets	$ 1,651.48
Other Assets	
1400 Inventory	27,508.94
Total Other Assets	$ 27,508.94
TOTAL ASSETS	$ 338,051.04
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
2000 *Accounts Payable	865.15
Total Accounts Payable	$ 865.15
Other Current Liabilities	
2006 Due to Association	30,186.52
Total Other Current Liabilities	$ 30,186.52
Total Current Liabilities	$ 31,051.67
Total Liabilities	$ 31,051.67
Equity	
3900 Net Assets	362,970.85
Net Income	-55,971.48
Total Equity	$ 306,999.37
TOTAL LIABILITIES AND EQUITY	$ 338,051.04

National Association of State Directors
Current Asset Allocation
Foundation Account 749-04G96
Period: July 1, 2014 - June 30th 2015

Current Portfolio

Asset Allocation Type:	Per Investment Policy Statement	
Equity	76%	$ 155,025
Fixed Income	18%	$ 37,591
Cash	6%	$ 12,393
Sub-Total	100%	$ 205,009
Cash Reserves		$ -
Total Portfolio Value		$ 208,874
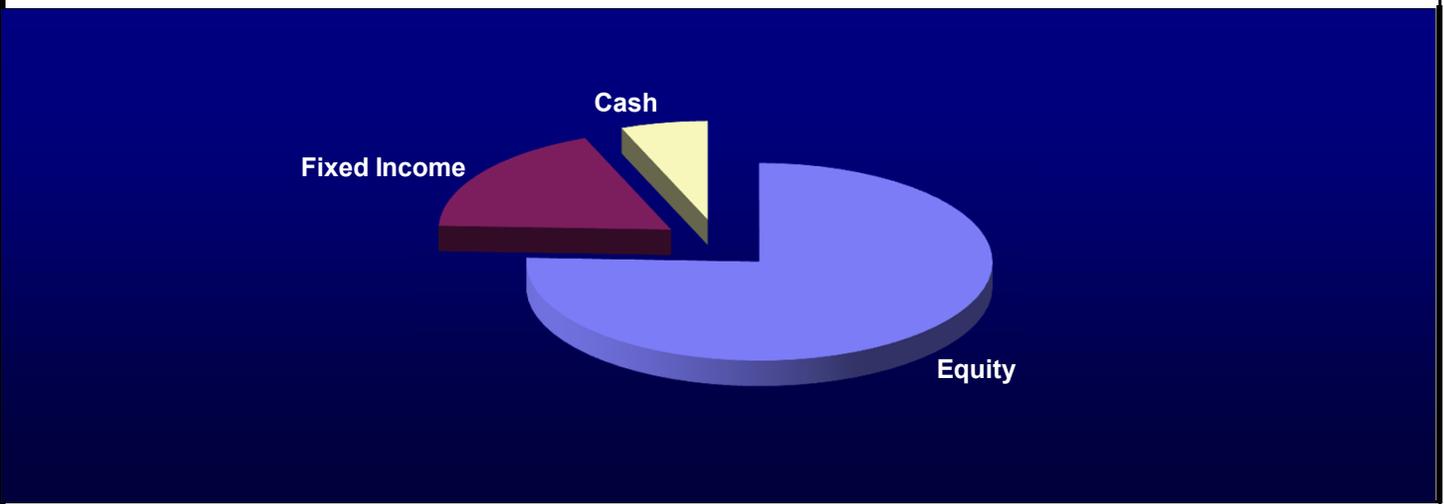
Proposed Portfolio

Asset Allocation Type:	Per Investment Policy Statement	
Equity	76%	$155,025
Fixed Income	18%	$37,591
Cash	6%	$12,393
Sub-total		$205,009
Cash Reserves		$0
Portfolio Value	100%	$205,009
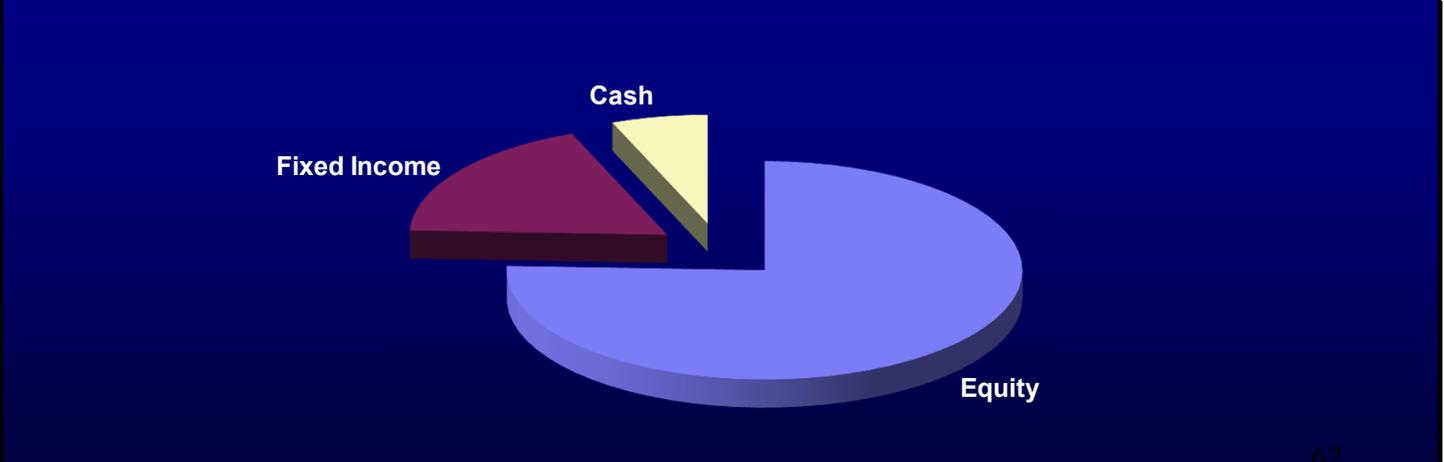
Time Weighted Rate of Return by Period: Yearly

Merrill Lynch
Bank of America Corporation

Performance period: 07/01/2014 to 06/30/2015

Period	Opening Balance($)	Contributions/ (Withdrawals)($)	Interest/ Dividends($)	Appreciation/ (Depreciation)($)	Closing Balance($)	Total Portfolio ROR Period(%)	Cum(%)	Period(%)	Cum(%)
2015	257,971	(50,000)	2,237	(5,198)	205,010	(1.32)	2.18		
2014	249,141	0	3,905	4,925	257,971	3.54	3.54		
Total	**249,141**	**(50,000)**	**6,142**	**(273)**	**205,010**		**2.18**		

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.

Accounts included in this report: 749-04G96 (ENDOWMENT) "FOUNDATION"

Report created August 13, 2015

For Informational Purposes Only - Account Statement is Official Record of Holdings, Balances and Security Values

Relative Performance - Equity: Yearly

Merrill Lynch
Bank of America Corporation

Performance period: 01/01/2014 to 07/31/2015

Period	Actual ROR(%)		Dow Jones Industrial Average Price Return(%)		FTSE All-World Index(%)		S&P 500 Price Return(%)	
	Year	Cum	Year	Cum	Year	Cum	Year	Cum
2015	**1.12**	**15.49**	**(0.75)**	**6.72**	**2.44**	**4.65**	**2.18**	**13.82**
US Equity	1.12	15.49						
2014	**14.22**	**14.22**	**7.52**	**7.52**	**2.16**	**2.16**	**11.39**	**11.39**
US Equity	14.22	14.22						

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.

Relative Performance - Equity: Yearly

Merrill Lynch
Bank of America Corporation

Performance period: 07/01/2014 to 06/30/2015

	Actual ROR(%)		Dow Jones Industrial Average Price Return(%)		FTSE All-World Index(%)		S&P 500 Price Return(%)		
Period	**Year**	**Cum**	**Year**	**Cum**	**Year**	**Cum**	**Year**	**Cum**	
2015	**(1.45)**	**4.30**	**(1.14)**	**4.71**	**1.69**	**(1.05)**	**0.20**	**5.25**	
US Equity	(1.45)	4.30							
2014	**5.83**	**5.83**	**5.92**	**5.92**	**(2.70)**	**(2.70)**	**5.03**	**5.03**	
US Equity	5.83	5.83							

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.

Accounts included in this report: 749-04G96 (ENDOWMENT) "FOUNDATION"

Report created August 13, 2015

For Informational Purposes Only - Account Statement is Official Record of Holdings, Balances and Security Values

Page 1 of 1

Account Review Summary 07/01/2014 - 06/30/2015

Association 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)									
Ishares DJ US Consumer Goods (IYK)	353	$ 25,496	07/10/12			$ 37,026	$ 11,530		*n/a*
Ishares DJ US Consumer Goods (IYK)	72	$ 5,337	10/31/12			$ 7,552	$ 2,215		*n/a*
Ishares DJ US Consumer Goods (IYK)	5	$ 471	01/22/14			$ 524	$ 53		*n/a*
Ishares Dow Jones US Energy (IYE)	289	$ 10,944	07/10/12			$ 12,248	$ 1,304		*n/a*
Ishares Dow Jones US Energy (IYE)	59	$ 2,416	10/31/12			$ 2,500	$ 84		*n/a*
Ishares Dow Jones US Energy (IYE)	30	$ 1,489	01/22/14			$ 1,271	$ (217)		*n/a*
Ishares Russell Midcap (IWR)	1000	$ 96,760	10/20/06			$ 170,310	$ 73,550		*n/a*
Ishares Russell Midcap (IWR)	466	$ 26,967	04/03/09			$ 79,364	$ 52,397		*n/a*
Ishares Russell Midcap (IWR)	298	$ 32,577	10/31/12			$ 50,752	$ 18,176		*n/a*
Ishares Tr Dow Jones US Tech (IYW)	588	$ 41,353	07/10/12			$ 61,546	$ 20,193		*n/a*
Ishares Tr Dow Jones US Tech (IYW)	119	$ 8,376	10/31/12			$ 12,456	$ 4,080		*n/a*
Ishares Tr Dow Jones US Tech (IYW)	28	$ 2,118	05/10/13			$ 2,931	$ 813		*n/a*
Ishares TR Dow Jones (DVY)	104	$ 5,000	08/12/11			$ 7,816	$ 2,816		*n/a*
Ishares TR Dow Jones (DVY)	826	$ 45,742	06/07/12			$ 62,074	$ 16,332		*n/a*
Ishares TR Dow Jones (DVY)	1733	$ 97,546	07/10/12			$ 130,235	$ 32,689		*n/a*
Ishares TR Dow Jones (DVY)	541	$ 31,251	10/31/12			$ 40,656	$ 9,405		*n/a*
Ishares TR Dow Jones (DVY)	32	$ 2,100	05/10/13			$ 2,405	$ 305		*n/a*
Ishares TR Dow Jones (DVY)	851	$ 59,965	12/10/13			$ 63,953	$ 3,988		*n/a*
Ishares TR Dow Jones (DVY)	277	$ 19,729	01/22/14			$ 20,817	$ 1,088		*n/a*
Ishares TR Dow Jones (DVY)	109	$ 7,711	02/14/14			$ 8,191	$ 481		*n/a*
Ishares TR Dow Jones (DVY)	57	$ 4,605	12/30/14			$ 4,284	$ (322)		*n/a*
Ishares TR Dow Jones (DVY)	96	$ 7,671	02/19/15			$ 7,214	$ (457)		*n/a*
S&P US PFD STK Index Fund (PFF)	148	$ 5,604	02/23/10			$ 5,797	$ 193		*n/a*
S&P US PFD STK Index Fund (PFF)	471	$ 17,977	07/15/10			$ 18,449	$ 472		*n/a*
S&P US PFD STK Index Fund (PFF)	322	$ 12,593	07/10/12			$ 12,613	$ 20		*n/a*
S&P US PFD STK Index Fund (PFF)	292	$ 11,689	10/31/12			$ 11,438	$ (251)		*n/a*
S&P US PFD STK Index Fund (PFF)	254	$ 10,400	05/10/13			$ 9,949	$ (451)		*n/a*
Spdr Gold Trust (GLD)	133	$ 20,367	06/07/12	12/30/14	$ 15,357	-	-	$ (5,010)	*n/a*

	Shares		Cost	Purchase Date	Sale Date		Proceeds		Value		Gain/Loss		Gain/Loss	Tax
Spdr Gold Trust (GLD)	27	$	4,478	10/31/12	12/30/14	$	3,118		-		-	$	(1,360)	n/a
Vanguard Consumer (VCR)	308	$	19,973	04/26/11				$	38,260	$	18,286			n/a
Vanguard Consumer (VCR)	62	$	4,589	10/31/12				$	7,702	$	3,112			n/a
Vanguard Consumer (VCR)	6	$	632	01/22/14				$	745	$	113			n/a
Vanguard Dividend (VIG)	486	$	25,602	08/03/11				$	38,190	$	12,588			n/a
Vanguard Dividend (VIG)	429	$	24,144	06/07/12				$	33,711	$	9,567			n/a
Vanguard Dividend (VIG)	1734	$	98,102	07/10/12				$	136,258	$	38,156			n/a
Vanguard Dividend (VIG)	538	$	31,647	10/31/12				$	42,276	$	10,629			n/a
Vanguard Dividend (VIG)	812	$	59,982	12/10/13				$	63,807	$	3,825			n/a
Vanguard Dividend (VIG)	266	$	19,716	01/22/14				$	20,902	$	1,187			n/a
Vanguard Dividend (VIG)	107	$	7,855	02/14/14				$	8,408	$	553			n/a
Vanguard Dividend (VIG)	56	$	4,599	12/30/14				$	4,400	$	(198)			n/a
Vanguard Dividend (VIG)	94	$	7,748	02/19/15				$	7,387	$	(362)			
Vanguard Industrial ETF (VIS)	286	$	10,466	04/03/09				$	29,947	$	19,481			n/a
Vanguard Industrial ETF (VIS)	373	$	14,997	05/13/09				$	39,057	$	24,060			n/a
Vanguard Industrial ETF (VIS)	374	$	19,968	07/15/10				$	39,162	$	19,194			n/a
Vanguard Industrial ETF (VIS)	210	$	14,507	10/31/12				$	21,989	$	7,483			n/a
Vanguard REIT ETF (VNQ)	363	$	27,007	05/10/13				$	27,112	$	106			n/a
Ishares S&P Developed (WPS)	194	$	7,837	05/10/13				$	7,215	$	(623)			n/a
CBRE Clarion Global (IGR)	779	$	7,648	05/10/13				$	6,201	$	(1,447)			n/a
CBRE Clarion Global (IGR)	2933	$	22,560	12/10/13				$	23,347	$	787			n/a
Blackrock Global (MALOX)	933.707	$	20,000	05/10/13	02/19/15	$	19,057		-		-	$	(943)	n/a
Powershares Inter Dvd Achiev (PID)	2083	$	37,619	02/14/14				$	35,598	$	(2,021)			n/a
Wisdomtree Total Divid ETF (DTD)	379	$	24,986	12/10/13				$	27,739	$	2,753			n/a
Wisdomtree Total Divid ETF (DTD)	195	$	13,026	01/22/14				$	14,272	$	1,246			n/a
Wisdomtree Total Divid ETF (DTD)	529	$	35,327	01/22/14				$	38,718	$	3,391			n/a
Wisdomtree Total Divid ETF (DTD)	27	$	1,789	02/14/14				$	1,976	$	187			n/a
Wisdomtree Total Divid ETF (DTD)	61	$	4,614	12/30/14				$	4,465	$	(149)			n/a
Wisdomtree Total Divid ETF (DTD)	25	$	1,896	02/19/15				$	1,830	$	(67)			n/a
Wisdomtree Tr Midcap Div Fc (DON)	342	$	25,056	12/10/13				$	28,266	$	3,210			n/a
Wisdomtree Tr Midcap Div Fc (DON)	322	$	24,124	01/22/14				$	26,613	$	2,489			n/a
Wisdomtree Tr Midcap Div Fc (DON)	175	$	13,107	01/22/14				$	14,464	$	1,356			n/a
Wisdomtree Tr Midcap Div Fc (DON)	21	$	1,566	02/14/14				$	1,736	$	170			n/a

	Shares	Cost	Date			Market Value	Gain/Loss		Yield
Wisdomtree Tr Midcap Div Fc (DON)	55	$ 4,669	12/30/14			$ 4,546	$ (124)		n/a
Wisdomtree Tr Midcap Div Fc (DON)	20	$ 1,733	02/19/15			$ 1,653	$ (80)		n/a
Ishares US Financial Services ETF (IYF)	83	$ 6,709	01/22/14			$ 7,448	$ 740		n/a
Ishares US Financial Services ETF (IYF)	221	$ 18,382	10/21/14			$ 19,833	$ 1,450		n/a
Prudential Jennison Health (PHSZX)	1023.08	$ 50,428	10/01/14			$ 62,653	$ 12,226		n/a
Total		$ 1,288,499				$ 1,732,256	$ 443,757		
Association-Preferred Stock (749-04H01)									
Entergy Missippi Inc	1000	$ 26,692	06/23/03			$ 25,270	$ (1,422)		5.93%
Entergy Missippi Inc	100	$ 2,665	06/23/03			$ 2,527	$ (138)		5.93%
Entergy Missippi Inc	221	$ 5,808	10/31/12			$ 5,585	$ (223)		5.93%
Total						$ 33,382	$ (1,784)		
Association-Money Market (749-04H01)						$ 19,617			
749-04H01 Account Total						$ 1,785,255	$ 441,973		

Fees for period: *$25,590.24*

Fees based on assets: *$25,590.24*

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 07/01/2014 through 06/30/2015

Account 7WD-04H50 (Association)	Cost Basis	Buy/Sell	6/30/2015		Gain/Loss
Managed Fixed Income Portfolio	$675,865	Various	$679,396		$3,530

Estimated Accrued Interest $3,438
Money Market $91,173
Account Total   ***$774,006***

Approved FY16 NCTEF Budget				
	Approved	**Expenses as of**	**Actual to budge**	**Explanatory Notes**
Income	**FY16**	**7/31/2015**	**8.5% of fiscal year**	
NOCTI	$2,000.00	$0.00	0%	Payments made on quarterly basis.
Product Sales	$45,000.00	$0.00	0%	
Interest/Dividend	$4,120.00	$492.86	12%	Includes July only.
Workshop Revenue	$13,650.00	$0.00	0%	
Reserve withdrawal to balance budget	$137,009.79	$0.00	0%	
VISION Reimbursement	$25,000.00	$0.00	0%	
Other Income	$7,500.00	$0.00	0%	
Reimbursement from NASDCTEc	$63,105.00	$0.00	0%	
Total	**$297,384.79**	**$492.86**	**0%**	
Expenses - Specific Projects				
VISION expenses	$ 12,825.00	$0.00	0%	
Workshop expenses	$2,856.00	$0.00	0%	
Shipping fees - product sales	$3,150.00	$0.00	0%	
Credit card fees - product sales	$450.00	$14.04	3%	
Art, printing and copying	$6,000.00	$0.00	0%	
Direct staff and benefits	$144,884.54	$0.00	0%	
Board expenses	$4,825.00	$0.00	0%	
CCTC	$38,400.00	$0.00	0%	
Fundraising and grant development	$11,000.00	$0.00	0%	
NCTEF Rebranding	$6,000.00	$0.00	0%	
Excellence in Action Awards	$19,705.00	$0.00	0%	
CTE Campaign	$5,000.00	$0.00	0%	
Subtotal for Specific Projects	**$ 255,095.54**	**$ 14.04**	**0%**	
General CC/Administrative Expenses				
Rent	$20,530.05	$1,661.11	8%	Includes the July rent.
Travel	$350.00	$0.00	0%	
Communications	$3,678.65	$1,309.42	36%	This includes $139.42 in phone/internet access charges and pre-payment of $1,170 in website updates. Pre payment reduced hourly rate. Hours will be draw down upon use.
Postage	$100.00	$0.00	0%	

Supplies		$275.00	$0.00	0%	
Equipment		$410.00	$71.00	17%	Copier lease - July and NCTEF portion of annual networking agreement.
Printing and Copying		$250.00	$0.00	0%	
Legal		$2,028.00	$0.00	0%	
Licenses/Fees		$468.00	$0.00	0%	
Insurance		$784.05	$784.05	100%	This covers the annual contribution for the umbrella business policy and directors/officers liability insurance.
Accounting and banking		$11,315.50	-$0.30	0%	This is due to an adjustment the bank had to make because of an error on its part.
Banking fees - investments		$2,100.00	$230.64	11%	
Total G & A expenses		$42,289.25	$4,055.92	10%	
Total project expenses		$255,095.54	$14.04	0%	
TOTAL EXPENSES		$297,384.79	$4,069.96	1%	
INCOME LESS EXPENSES		$0.00	-$3,577.10		

National Career Technical Education Foundation
Balance Sheet
As of July 31, 2015

		Total
ASSETS		
Current Assets		
Bank Accounts		
1010 Cash - Bank of America		53,362.08
1017 Cash - Merrill Lynch		12,654.86
Total Bank Accounts	$	**66,016.94**
Accounts Receivable		
1200 Accounts Receivable		13,981.25
Total Accounts Receivable	$	**13,981.25**
Other current assets		
1050 Mutual Funds		196,219.93
Total Other current assets	$	**196,219.93**
Total Current Assets	$	**276,218.12**
Fixed Assets		
1100 Furniture		9,053.99
1101 Accumulated Depreciation-Furniture		-8,632.21
1120 Equipment		43,215.40
1121 Accumulated Depreciation-Equipment		-42,039.26
Total Fixed Assets	$	**1,597.92**
Other Assets		
1400 Inventory		27,508.94
Total Other Assets	$	**27,508.94**
TOTAL ASSETS	$	**305,324.98**
LIABILITIES AND EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
2000 *Accounts Payable		-1,661.11
Total Accounts Payable	-$	**1,661.11**
Other Current Liabilities		
2006 Due to Association		14.04
Total Other Current Liabilities	$	**14.04**
Total Current Liabilities	-$	**1,647.07**
Total Liabilities	-$	**1,647.07**
Equity		
3900 Net Assets		306,999.37
Net Income		-27.32
Total Equity	$	**306,972.05**
TOTAL LIABILITIES AND EQUITY	$	**305,324.98**

National Association of State Directors
Current Asset Allocation
## Foundation Account 749-04G96
Period: July 1, 2015 - July 31, 2015

Current Portfolio

Asset Allocation Type:	Per Investment Policy Statement		
Equity	76%	$	158,399
Fixed Income	18%	$	37,820
Cash	6%	$	12,655
Sub-Total	100%	$	208,874
Cash Reserves		$	-
Total Portfolio Value		$	208,874
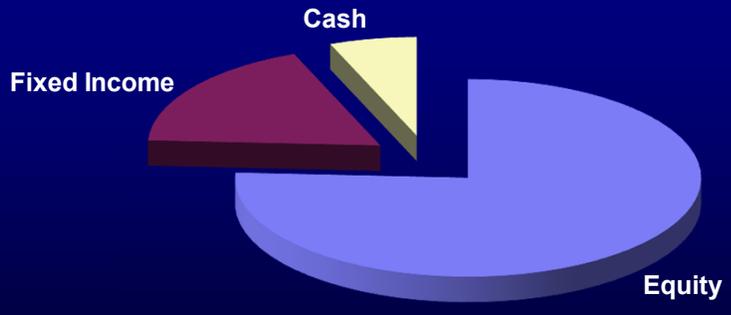
Proposed Portfolio

Asset Allocation Type:	Per Investment Policy Statement	
Equity	76%	$158,399
Fixed Income	18%	$37,820
Cash	6%	$12,655
Sub-total		$208,874
Cash Reserves		$0
Portfolio Value	100%	$208,874
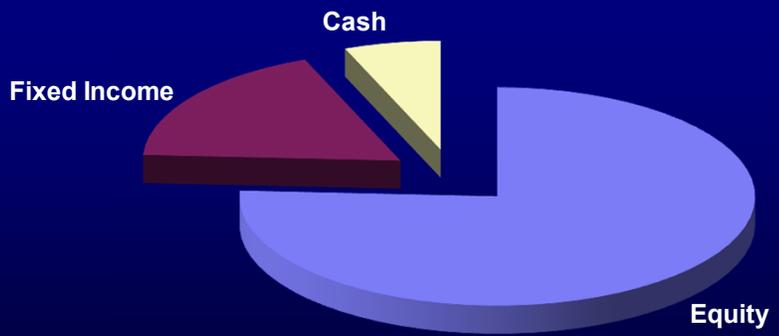
Time Weighted Rate of Return by Period: Monthly

Merrill Lynch
Bank of America Corporation

Performance period: 07/01/2015 to 07/31/2015

Period	Opening Balance($)	Contributions/ (Withdrawals)($)	Interest/ Dividends($)	Appreciation/ (Depreciation)($)	Closing Balance($)	Total Portfolio ROR Period(%)	Cum(%)	Period(%)	Cum(%)
Jul 2015	205,010	0	492	3,373	208,875	1.89	1.89		
Total	**205,010**	**0**	**492**	**3,373**	**208,875**		**1.89**		

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

Relative Performance - Equity: Monthly

Merrill Lynch
Bank of America Corporation

Performance period: 07/01/2015 to 07/31/2015

Period	Actual ROR(%) Month	Cum	Dow Jones Industrial Average Price Return(%) Month	Cum	FTSE All-World Index(%) Month	Cum	S&P 500 Price Return(%) Month	Cum	
Jul 2015	**2.61**	**2.61**	**0.40**	**0.40**	**0.73**	**0.73**	**1.97**	**1.97**	
US Equity	2.61	2.61							

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.

Account Review Summary 07/01/2015 - 07/31/2015

Foundation 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 1-3 Year Credit Bond ETF (CSJ)	3	$ 316	5/6/2014	-	-	$ 316	$ (1)	-	n/a
Ishares Barclays Intermediate (CIU)	30	$ 3,288	05/06/14			$ 3,270	$ (18)		n/a
Ishares Barclays 3-7 Year (IEI)	40	$ 4,845	05/06/14			$ 4,946	$ 101		n/a
Ishares DJ US Consumer (IYK)	90	$ 3,843	04/03/09			$ 9,754	$ 5,911		n/a
Ishares Dow Jones US Energy (IYE)	36	$ 1,362	07/10/12			$ 1,400	$ 38		n/a
Ishares Tr Dow Jones US Tech (IYW)	156	$ 10,967	07/10/12			$ 16,678	$ 5,711		n/a
Ishares TR Dow Jones Select Divid (DVY)	51	$ 2,557	08/03/11			$ 3,892	$ 1,335		n/a
Ishares TR Dow Jones Select Divid (DVY)	108	$ 5,981	06/07/12			$ 8,243	$ 2,262		n/a
Ishares TR Dow Jones Select Divid (DVY)	315	$ 17,728	07/10/12			$ 24,041	$ 6,313		n/a
Ishares TR Dow Jones Select Divid (DVY)	68	$ 4,810	02/14/14			$ 5,190	$ 380		n/a
Prudential Jennison Health Sciences (PHSZX)	31.56	$ 1,027	07/10/12			$ 2,002	$ 975		n/a
S&P US Pfd Stk Index (PFF)	501	$ 19,594	07/10/12			$ 19,800	$ 206		n/a
Vangaurd Consumer Discrentionary (VCR)	109	$ 7,070	04/26/11			$ 14,072	$ 7,002		n/a
Vanguard Dividend Appreciation (VIG)	165	$ 9,286	06/07/12			$ 13,246	$ 3,960		n/a
Vanguard Dividend Appreciation (VIG)	320	$ 18,098	07/10/12			$ 25,690	$ 7,592		n/a
Vanguard Dividend Appreciation (VIG)	66	$ 4,845	02/14/14			$ 5,298	$ 453		n/a
Vanguard Reit ETF (VNQ)	113	$ 7,213	07/10/12			$ 8,927	$ 1,714		n/a
Vanguard Total Bond MKT (BND)	312	$ 25,117	03/30/10			$ 25,525	$ 408		n/a
Vanguard Total Bond MKT (BND)	46	$ 3,761	05/06/14			$ 3,763	$ 2		n/a
Wisdomtree Tr Midcap Div Fund (DON)	2	$ 155	05/05/14			$ 167	$ 12		n/a
Total		$ 151,864				**$ 196,219**	**$ 44,355**		
Foundation-Money Market (749-04G96)						$ 12,655			

75

749-04G96 Account Total					$ 208,874		
Fees for period:	$ 231						
Fees based on asssets:	$ 231						

The information set forth herein was obtained from sources we belive reliable, but we do not guarantee

its accuracy. Past returns are not a guarantee of future results.

The Future of CTE Summit is an expensive endeavor. To try to reduce meeting-related expenses, we sought tax-exempt status in Florida. Upon investigation, only 501(c)3 organizations were eligible for this status, so we applied for and received this exemption under the National Career Technical Education Foundation (NCTEF). The hotel contract, however, was with the National Association of State Directors of Career Technical Education Consortium (NASDCTEc), which is a 501(c)4. We were successful in getting the hotel to shift the contract obligations to NCTEF because it was listed as a co-convener of the Summit. Because of this shift, we need to establish a simple memorandum of understanding (MOU) between the organizations to allow NCTEF to pay the hotel bill and be reimbursed by NASDCTEc, which has collected all the registration fees. The projected savings is approximately $5,400.

MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding hereafter referred to as the "MOU" is intended to set forth the terms of an agreement between the National Association of State Directors of Career Technical Education Consortium (NASDCTEc) and the National Career Technical Education Foundation (NCTEF).

STATEMENT OF PURPOSE

To articulate the roles, responsibilities and fiscal relationship between NASDCTEc and NCTEF with regard to October 2015 Future of CTE Summit (hereto forth referred to as "Summit").

BACKGROUND

NASDCTEc is a not-for-profit state membership organization focused on providing leadership for Career Technical Education's (CTE) role in educational improvement, workforce preparation and economic development.

NCTEF is a partner organization to NASDCTEc and supports the association's goals and objectives through its 501(c)3 status.

In partnership with eight other national organizations, NASDCTEc and NCTEF co-conveners of The Future of CTE Summit taking place October 6 – 8, 2015 in Orlando, Florida. The event is designed to:

- Challenge current beliefs and assumptions about what CTE is – and what it can be
- Build and affirm consensus and commitment to the vision for high-quality CTE
- Inform the debate with provocative thought leaders
- Prioritize action steps to achieving the vision, including steps taken at the national level by organizations and associations, as well as within and across states

- Catalyze investments toward a common vision, thus accelerating accomplishment of the vision
- Bring visibility to CTE and our organizations' internal commitment to quality

RESPONSIBILITIES

NASDCTEc:

NASDCTEc will be responsible for the planning and execution of the Summit, including all content development, contractor management, Design Team management, direct costs (credit card processing fees, printing, telecommunications, travel, etc.) within the expectations of the Board-approved budget. All staff time/benefits associated with the Summit will be paid for by NASDCTEc. NASDCTEc will reimburse NCTEF the amount equal to the hotel invoice as approved by the NASDCTEc/NCTEF Secretary/Treasurer and Executive Director.

NCTEF:

NCTEF will serve as a Summit co-convener and as the Summit's responsible fiscal party for the purposes of the fulfilling fiscal contract obligations the Gaylord Palms Resort and Convention Center just outside of Orlando, Florida. NCTEF's only responsibility will be to pay the hotel invoice upon approval from the NASDCTEc/NCTEF Secretary/Treasurer and Executive Director. No interest or processing fees will be added to the hotel invoice by NCTEF.

TERMS OF AGREEMENT

This MOU shall be effective immediately upon an affirmative vote of the majority of the Boards of Directors of both NASDCTEc and NCTEF. The MOU shall remain in effect through December 31, 2015. However, modifications can be made to this agreement and must be agreed to by an affirmative vote of the majority of the Boards of Directors of both NASDCTEc and NCTEF.

Not later than five business days after the payment of the approved hotel invoice, NASDCTEc will reimburse the NCTEF for the full amount of the invoice.

GOVERNING LAW

The terms and conditions of this MOU and performance hereunder shall be construed in accordance with the laws of Maryland. The sole venue for the resolution of disputes shall be State or Federal court within the Maryland.

- Catalyze investments toward a common vision, thus accelerating accomplishment of the vision
- Bring visibility to CTE and our organizations' internal commitment to quality

RESPONSIBILITIES

NASDCTEc:

NASDCTEc will be responsible for the planning and execution of the Summit, including all content development, contractor management, Design Team management, direct costs (credit card processing fees, printing, telecommunications, travel, etc.) within the expectations of the Board-approved budget. All staff time/benefits associated with the Summit will be paid for by NASDCTEc. NASDCTEc will reimburse NCTEF the amount equal to the hotel invoice as approved by the NASDCTEc/NCTEF Secretary/Treasurer and Executive Director.

NCTEF:

NCTEF will serve as a Summit co-convener and as the Summit's responsible fiscal party for the purposes of the fulfilling fiscal contract obligations the Gaylord Palms Resort and Convention Center just outside of Orlando, Florida. NCTEF's only responsibility will be to pay the hotel invoice upon approval from the NASDCTEc/NCTEF Secretary/Treasurer and Executive Director. No interest or processing fees will be added to the hotel invoice by NCTEF.

TERMS OF AGREEMENT

This MOU shall be effective immediately upon an affirmative vote of the majority of the Boards of Directors of both NASDCTEc and NCTEF. The MOU shall remain in effect through December 31, 2015. However, modifications can be made to this agreement and must be agreed to by an affirmative vote of the majority of the Boards of Directors of both NASDCTEc and NCTEF.

Not later than five business days after the payment of the approved hotel invoice, NASDCTEc will reimburse the NCTEF for the full amount of the invoice.

GOVERNING LAW

The terms and conditions of this MOU and performance hereunder shall be construed in accordance with the laws of Maryland. The sole venue for the resolution of disputes shall be State or Federal court within the Maryland.

Last spring, we began a discussion around our potential relationship with vendors, within the context of developing a new fundraising strategy for NCTEF. While the overall strategy around NCTEF may be shifting, the discussion is still worth having, given the challenges remain consistent. [NOTE: for purposes of this discussion, we are defining vendors as any company (non-profit or for-profit) that sells resources to members of the CTE community, such as curriculum, technology or professional development.]

Currently, our main vehicles for engaging vendors are NASDCTEc's organizational membership category, sponsorships at NASDCTEc's Fall and Spring meetings, and other ad hoc partnership activities (i.e., attending meetings, co-hosting webinars, etc.) as they make sense.

However, in the past year or so, we have noticed a greater interest in partnering in other ways – around curriculum development and validation, overall organizational strategy, etc. – particularly as more vendors enter the CTE space. Given the potential opportunities, as well as conflicts of interest, we thought it was worth raising the question of how we might work with vendors.

Ultimately, we see two potential approaches:

1. **OPTION 1: Maintain all vendor relationships through NASDCTEc, including pursuing year-round sponsorships.** *(STATUS QUO)*

2. **OPTION 2: Accept donations and/or funding from vendors, but based on pre-developed criteria, for activities such as research and co-convenings, and make this part of our development/fundraising strategy.**

    o **2a: We limit any funding to donations and/or funding for work aligned to theory of action/strategic plan.**

    o **2b: We also explore building out a new line of fee-for-service work to evaluate alignment of materials to CCTC.**

Discussion Questions
- Which option do you prefer?

If we pursue either approach laid out in the second option:
- Should we consider developing a process for evaluating curricular resources/materials to determine their alignment to CCTC/Career Clusters? What are the implications from a staffing, legal and financial perspectives?
- From whom would we <u>not</u> accept funding (specifically types of vendors, or for specific services?) What are the thresholds?
- For which activities would we <u>not</u> accept funding? What are the thresholds?
- Should we try and solicit donations?
- How might this affect NASDCTEc's sponsorships?

As the Career Clusters® Leadership Pilot (CCLP) closes its pilot year, participating states are working to complete deliverables related to industry-recognized credentials, work-based learning and course sequences.

Deliverables
An update and projected timeline for the deliverables are as follows:

Joint Pilot Effort between Agriculture, Food & Natural Resources and Manufacturing
Subcommittee on Work-based Learning (WBL)
- (In progress – Projected: December 2015) WBL Policy Framework for Secondary Education: To address the purposes of work-based learning, types of quality experiences, access/barrier policies and regulations, engagement of employers/partners, preparation of teachers, oversight/administration and more. The format of the framework will be a sortable Excel table that is coded to easily locate a resource. (Lead: Anne Freeman of New Jersey)
- (In progress – Projected: Rolling basis from September 2015 to January 2016) WBL one-pagers/case studies on select topics: Recognizing that there are some high-flying examples of the state's role in WBL, these case studies will each look at WBL through a different topic. Topics and format are being decided by the subcommittee.

Manufacturing Career Cluster
Subcommittee on Course Sequences
- (Completed) One-pager "Development through the Program of Study Process": Using links to national resources, this one-pager leads the user through the complicated, multi-layer process of developing a program of study. States could easily replace the national links with state-appropriate resources. (Lead: Andrew Wermes of Iowa)
- (Completed) Programs of Study 101 On-demand Webinar: To provide users with the foundational understanding of a program of study. (Lead: NASDCTEc)
- (In progress – Projected: Fall 2015) Case Study on Wisconsin's Rigorous Programs of Study (RPOS) Grant in Advanced Manufacturing: To focus on the process and results that three unique school districts experienced while developing a sequence of courses for an advanced manufacturing program of study as part of the state's federally funded RPOS grant. (Lead: NASDCTEc/Sharon Wendt of Wisconsin)

Subcommittee on Industry-recognized Credentials (IRC)
- (In progress – Projected: September 2015) NASDCTEc's Credentials List: To provide a much-needed update to NASDCTEc's existing list of Manufacturing Credentials. (Lead: Ginny Karbowski of Minnesota)

Next Steps
As deliverables are completed, NASDCTEc is creating a dissemination strategy to inform members and the broader CTE community about these new resources through a series of blog posts, the NASDCTEc membership newsletter and the careertech.org website.

Lessons Learned
Over the course of this yearlong pilot, NASDCTEc and the pilot leads in Wisconsin and Mississippi have learned much from this experience. First discussed in an April 2015 report to the NASDCTEc Board of Directors, we wish to capture the successes and challenges here for the dual purposes of posterity and discussion.

Broadly speaking, the challenges were:
- Level of NASDCTEc involvement and capacity
- Involvement of full state team
- Involvement of business and industry
- Generic vs. specific (nature of deliverables)*

However, there were also some unexpected opportunities:
- Engagement of state agency staff outside of State Director
- Completed deliverables have positioned the State CTE Directors as experts and/or opened up new partnership possibilities in the subject areas such as work-based learning and industry-recognized credentials
- Generic vs. specific*
    o This is both a challenge and an opportunity. On the one hand, a goal of the pilot was to engage around a *specific* Career Cluster. Yet all of the discussions kept circling back to issues that are more cross-cutting in nature. However, this can also be considered more optimistically because they can be easily contextualized across the remaining 14 Career Clusters.

Brief Overview of CCLP
CCLP was approved by the NASDCTEc/NCTEF Board in March 2014 with the following three goals:
1) To provide an update to the national career clusters framework through new resources and guidance to encourage further implementation in the states;
2) To provide new opportunities to engage employers and business partners around the career clusters; and
3) To test proof of concept through a pilot structure modeled after the States' Career Clusters Initiative (SCCI).

There were some structural differences between SCCI and CCLP, including support from federal grant funding that enabled NASDCTEc to dedicate staff to manage SCCI's work as a primary responsibility.

Starting in October 2014, two consortia of nine states came together for a one-year CCLP project, and focused on issues facing the Manufacturing and Agriculture, Food & Natural Resources (AG) Career Clusters. The Career Clusters were chosen based on a survey of the State

Directors in June 2014. Consortia members self-selected into two groups to tackle either Manufacturing or AG.

An in-person kickoff meeting in October allowed the groups to form consensus around the main issues facing each Career Cluster. During their December calls, the groups prioritized the issues and formed the following subcommittees:
- AG: Work-based Learning (joint effort with Manufacturing); Agriculture-related Labor Market Information; Career Ladders in Agriculture
- Manufacturing: Work-based Learning (joint effort with AG); Course Sequences; Industry-recognized Credentials; Employer Engagement

In January, all of the subcommittees met to discuss how best to support the challenges facing their issue area, and determined the range of potential deliverables that could be developed. Where possible, deliverable leads were identified for each subcommittee to help drive the work and manage the progress. Some of those deliverables were accomplished and detailed earlier in this report. However, there were others that never took shape, and are listed below.

Abandoned deliverables
In previous reports to the Board on the CCLP project, staff have listed a handful of items as "potential deliverables." However, these concepts never came to fruition for a variety of reasons. Yet, even now, some of those ideas are being used by staff to foster partnerships with other organizations.

Pilot/Subcommittee	Potential Deliverable	Reason
Joint Pilot Subcommittee on Work-based Learning	Database or Resource for Postsecondary Education: Would offer guidance/rules/best practices for postsecondary institutions looking to create or implement work-based learning programs.	This subcommittee chose to focus on the more immediate needs of work-based learning within K-12. Time, capacity and priority sidelined this deliverable.
AG/Subcommittee on Labor Market Information	Data project: To identify the AG-related careers that lay outside the realm of the traditional AG industry sector, as well as the demand for AG careers that are sub-baccalaureate. (A current study from Purdue University and NIFA only focuses on bachelor's degrees and above.)	This deliverable was not pursued due to staff capacity and participation on behalf of the subcommittee members. However, Georgetown University's Center for Education and the Workforce had agreed to help create a methodology that would allow the subcommittee to sift through U.S. Census Bureau data. This offer is still available should it be pursued.

AG/Subcommittee on Career Ladders	Career Ladders: To replicate Colorado's Manufacturing Career Pathways work to better illustrate AG Career Pathways for students. Once replicated, participating states will create similar tools	This deliverable was related to the data project described above and would be a visual tool that states could use to illustrate AG Career Pathways. However, it could not be pursued without data.
Manufacturing/Subcommittee on Industry-recognized Credentials	White paper on variety of state processes to approve industry-recognized credentials: To understand the many ways in which states approve industry-recognized credentials with a particular focus on manufacturing credentials. May also include synthesis of processes into a criteria or key questions for consideration.	This deliverable was abandoned due to time and capacity. However, this topic is extremely relevant, and there is potential for staff to produce this brief at a later date or to partner with another organization to co-author.
Manufacturing/Subcommittee on Industry-recognized Credentials	Position paper on the need for shorter, stackable certifications: To focus on the particular challenges and needs in the current landscape at the secondary and adult learner levels.	Same as above (potentially)
Manufacturing/Subcommittee on Course Sequences	Narrated Video/PowerPoint for a Manufacturing Program of Study: To contextualize the Programs of Study 101 webinar for the Manufacturing Career Cluster.	The subcommittee chose not to pursue this deliverable. Three others have been produced by this group already.
Manufacturing/Subcommittee on Employer Engagement	Messaging tools to be used with manufacturing industry: Based on earlier analysis, tools will be developed to help state leaders explain and introduce CCLP and its deliverables.	This subcommittee identified employer engagement as an issue, but never gained any traction related to any deliverables.

CCLP did offer NASDCTEc a ready-made group of states that could come together around a common interest, such as industry-recognized credentials and work-based learning. As such, this has helped the State Directors position themselves to partner with interested organizations on these topics. For example, the states participating in the IRC subcommittee may participate in a project with WorkCred/American National Standards Institute, as they look to test their IRC

rubric. Also, the work done by the WBL subcommittee has positioned NASDCTEc to be a content expert for the National Governors Association's upcoming STEM-focused WBL Policy Academy.

The experience of the pilot brings us back to the central question: What is the future of the Career Clusters?

Discussion Questions:
1. What is the role of the Career Clusters in our organization's work, vision and mission?

2. Should the Career Clusters be a largely organizational framework around which states and locals arrange their CTE programs (i.e. as a messaging tool), which is more static in nature?

3. Should the Career Clusters be a dynamic tool that adapts and can further advance full implementation of Career Cluster and its knowledge and skills? If so, how can and should NASDCTEc/NCTEF do this and/or help states do this?

4. What are other ways we might engage states and/or employers around the Career Clusters?

5. One idea that has been raised is to build better connections between the Career Clusters and industry association (e.g., MSSC, NCAE) and potentially endorse their standards/resources as aligned to Career Clusters. Is this something we should pursue?

NASDCTEc/NCTEF continues to enjoy a broad array of partnerships with organizations representing the full range of CTE stakeholders – educators, policymakers, employers and even students. We currently have about 60 active partners, although the value and strength of these partnerships does vary considerably. Below is an overview of some of our highest-impact partnership activities, contracts (and potential funding streams) from partner organizations and a full list of our 60-plus partners.

Major Initiatives

- **Future of CTE Summit**: One of our most significant opportunities for building and strengthening partnerships is The Future of CTE Summit. Through our design team, we regularly engage with co-convening organizations, including Association for Career and Technical Education (ACTE), Council of Chief State School Officers (CCSSO), Council of State Governments (CSG), National Association of State Boards of Education (NASBE), National Governors Association (NGA), National Skills Coalition (NSC), the U.S. Chamber of Commerce Foundation, and the National Council of State Directors of Community Colleges, an affiliate of the American Association of Community Colleges (AACC). Additionally, we also have another 30-plus (current and potential) partners attending as thought leaders, representing business/industry, education, workforce, and the philanthropic community.

- Our leadership sits on the advisory boards of the National Technical Honor Society, National Career Academy Coalition, Manufacturing Skills Standards Council, American National Standards Institute, National Alliance for Partnerships in Equity, the National Visiting Committee for Supply Chain Management, and the Pearson Employability Advisory Committee.

- **The Council of Chief State School Officers** (CCSSO): NASDCTEc, along with AIR and Jobs for the Future, attended a planning session convened by CCSSO where each organization shared its capacity and expertise that might contribute to the implementation of the recommendations found in *Opportunities and Options* – the CCSSO Career Readiness Taskforce Report. There are three tiers of planned work. The first is a robust database of policies and resources. Staff shared an update on the state policy database already under development and is in discussion with CCSSO to see if it can be leveraged to support their work. The second tier is support to states that aspire to address the three categories of recommendations in the report: (1) employer engagement; (2) building pathways and (3) integrating career readiness into state accountability systems. The first convening of states is scheduled for the end of September. Mentors will be assigned to states and include former State CTE Director Kathy Oliver; former Assistant Secretary Brenda Dann-Messier; former Deputy Assistant Secretary and now owner of NCT3, Hans Meeder and former Kentucky Commissioner Terry Holliday.

- Work-based learning (WBL) is expected to be the focus of the next **National Governors Association** (NGA) policy academy. On September 17, NGA is hosting a meeting designed to help frame the academy and discuss potential organizational roles. Given the expertise developed around WBL during the Career Cluster Leadership Pilot, it is hopeful that NASDCTEc/NCTEF will have a key role to play in this policy academy.

- NASDCTEc will be hosting a workshop at ACTE's VISION to share the industry credentials framework created by **WorkCred** (a subsidiary organization of ANSI) for the state of Kansas. The workshop is designed to share how the framework was created and to identify a small group of states interested in piloting the framework. The goal will be to connect this work with that of the National Credentials Registry work underway and to provide a tool to states to identify industry credentials valued by employers in their state.

Advisory Committees and Key Presentations

- Beginning in September, Green will serve on an advisory committee convened by WGBH (Boston), EDC's Center for Children and Technology and Global Strategy Group through an National Science Foundation grant designed to help change perceptions about CTE. The project, *Middle Grades Career Mentors: Digital Resources for Effective CTE STEM Mentoring* will:

  - research the perception of STEM-based (CTE) as an educational choice and career path for middle school age kids and mentors (professionals from skill-based STEM industries);
  - explore mentors' needs for support as they enter into the mentoring process with middle school-aged youth, and;
  - create innovative digital tools, through an iterative research and development process that are designed to improve mentors' communication with middle school-aged mentees.

  The project's overarching goal is to provide an image of CTE that invites all students to consider CTE career pathways, by engaging them with mentors who are prepared to communicate about CTE in new, accessible, and age-appropriate ways.

- In September, the **National Academies** will be hosting *STEM Workforce Summit* designed to:
  - Explore of new, innovative and dynamic education and training pathways (and education providers) that lead to college and career success in STEM fields, in addition to the more traditional pathways and education/training providers.
  - Understand the "voice of the employer" and encouraging stronger college-business partnerships for more effective and sustained two-way communication between business and higher education.
  - Understand role of K-12 education in preparing the workforce of the future, and understanding how stronger university-school partnerships can enhance STEM workforce readiness at all levels.
  - Examine current and prospective developments in undergraduate and graduate education and their impact on STEM workforce readiness, including the encouragement of more

hands-on, research-based learning, an increased emphasis on both interdisciplinary learning and "team science" at all levels, the desire for more internships, apprenticeships and traineeships for undergraduate and graduate students.

- Identify innovative and effective ways in which federal investments in education and training can enhance STEM workforce readiness – namely guiding future National Science Foundation (NSF) investments.

Green has been part of the panel selected to develop the Summit's agenda and will provide content expertise and facilitation at the event. Of particular import is the goal of informing NSF's future investments, which to date have been largely focused on post-secondary programs. The hope is to inspire future investment in state systems and in programs of study that cross the learner levels.

- **The National Academy of Science** has convened a study panel on the *Middle Skills Pathways*. The panel, chaired by former New Mexico Senator Jeff Bingaman, hosted an event in July where Green served as a response panelist to a paper authored by Bob Sheets (George Washington University) and Jason Tyszko (U.S. Chamber Foundation) on how education needs to shift to prepare individuals for an innovation economy. Following that presentation, staff was asked back to present to the panel on the leading states that are coordinating education and workforce policies. Blosveren will present this content to the panel in September.

Development Update and Contract Work

- NCTEF has joined RTI International, Jobs for the Future, National Center for College and Career Transitions (NC3T), Vivayic, EdBridge, Avar Consulting Inc. (Avar)**,** and Quality Information Partners (QIP) in pursuing OCTAE's latest indefinite-delivery, indefinite-quantity (ID/IQ) contract offering for Improving CTE. The nature of the ID/IQ contract is that is allows for flexibility in the types of deliverables the U.S. Department of Education can request over time. The grant is for a period of five years. The solicitation includes three major task areas, which would be the focus for the first two years of the grant: supporting the implementation of career pathways, stackable credentials at community colleges, and the role of CTE programs in expanding access to apprenticeships through pre-apprenticeship programs. NCTEF would be directly involved in the first task by supporting a CTE leadership academy, technical assistance to states and developing crosswalks between the U.S. Department of Labor's Certification Finder and the Career Clusters/Career Pathways. Additionally, NCTEF would lead the third task that features an environmental scan, site visits to nine pre-apprenticeship programs and the development of a toolkit. It is expected the winning grant will be announced in late September, with work beginning in the fall. If our proposal is selected, this will infuse nearly $400,000 into NCTEF.

- NASDCTEc is part of an Investing in Innovation (i3) grant, which was submitted in early August. This grant proposes developing and supporting 20 *Technology Enabled College and Career Academies* across the country, which will offer competency-based, college-prep curriculum rooted in a career academy setting. Our role would be providing expertise around CTE expectations, including but not limited to the Common Career Technical Core, and

supporting the implementation of the career academy National Standards of Practice. The partners in this effort include: The Successful Practices Network, The Center for Secondary School Redesign, Southern New Hampshire University, Motivis Learning, College & Career Academy Support Network at UC Berkeley, and the UCLA's Center X**.** If awarded, this would bring in approximately $600,000 over the five years.

- NASDCTEc, in partnership with ACTE and the Asia Society, is part of a small grant that has been funded by the Project Management Institute titled ***Global Perspectives in CTE: Professional Development Modules.*** The goal is to expand the connection between global competency and CTE by building a toolkit for middle grade and early high school teachers to educate them on the need for their students to be globally competent and to lift up the global career opportunities that exist in CTE pathways. Additionally, there is a focus on building teacher capacity to integrate global competence into CTE career exploration and classroom projects. Finally, an online course will be developed that will include three professional development modules that outline what global competence is and why it is important for CTE. Over the course of two years, NASDCTEc will receive approximately $13,500 for its role in this project.

- NCTEF has been in discussions with Cheryl Carrier, NCTEF Board member and Executive Director of Ford's Next Generation Learning (NGL) Communities, around a project related to employer engagement. A concept paper has been submitted to conduct half-day roundtable discussions with employers in three different NGL communities to understand why they are supporting CTE and how state and local leaders can best recruit employers. Each roundtable will build on information gathered from the previous one, allowing NCTEF to develop a set of resources for state and local leaders to use to recruit and make the case for employer engagement, with a particular focus on work-based learning.

FULL LIST OF PARTNERS	
Achieve	National Alliance for Partnerships in Equity
ACT	National Academies
AFSCME	National Association of State Boards of Education
Alliance for Excellent Education	National Association of Workforce Boards
American Association of Community Colleges	National Career Academy Coalition
American Association of School Administrators	National Career Development Association
American Federation of Teachers	National Center for Supply Chain Management
American School Counselors Association	National Conference of State Legislatures
American Youth Policy Forum	National Council on Agriculture Education
America's Promise Alliance	National Education Association
ANSI/WorkCred	National Skills Coalition
Asia Society /Longview Foundation	National Technical Honor Society
Association for Career and Technical Education	NCC-CTSO
Boeing	NCSDCC
Business Leaders United	New America Foundation
Business Roundtable	NGA
Campaign to Invest in America's Workforce	NRAEF
Center for Great Teachers & Leaders (AIR)	OCTAE
Center for Law and Social Policy	Opportunity America
College & Career Readiness & Success Center (AIR)	Perkins Coalition
Committee for Education Funding	Project Lead the Way
CORD	RTI/NCiCTE
Council of Chief State School Officers	Smarter Balanced
Council of State Governments	Southern Regional Education Board
Education Commission of States	Transportation Learning Center
Education Trust	UC Berkley
IBM	U.S. Chamber/US Chamber Foundation
Industry Workforce Needs Council	U.S. Department of Labor
International Baccalaureate	U.S. Department of Transportation
Jobs for the Future	Workforce Data Quality Campaign
MSSC	

NCTEF Vision/Mission/Theory of Action

VISION: Through leadership, advocacy and partnerships, NASDCTEc/NCTEF support an innovative CTE system that prepares individuals to succeed in education and their careers and poises the United States to flourish in a global, dynamic economy.

NASDCTEc MISSION: To support visionary state leadership, cultivate best practices and speak with a collective voice on national policy to promote academic and technical excellence that ensures a career-ready workforce.	**NCTEF MISSION**: To provide the supports and develop the resources and partnerships necessary to ensure high-quality Career Technical Education is advanced throughout the country, leading to a highly skilled workforce and productive economy.

THEORY OF ACTION

CTE is "learning that works for America" – from employers, community leaders and local economies to schools and colleges, policymakers, students and parents. NCTEF is committed to advancing a high-quality education and workforce system that works for learners at all levels, employers and the U.S. economy by building capacity and scaling excellence in Career Technical Education.

NCTEF will work to build and promote a positive and supportive environment in which high-quality CTE policies, programs and practice can be developed, nurtured and sustained. NCTEF will serve as a resource to state leaders and national organizations working to implement and advance CTE and career readiness-focused policies and programs, by:

- *Expanding capacity* to help leaders develop strategies, policies and resources that advance CTE and career readiness within states while maintaining consistency of rigor and quality, and

- *Building awareness and support* for high-quality CTE by establishing a bar of excellence and promoting what's working to the full range of existing and potential stakeholders.

Below is a high-level overview of the major activities laid out in the 2014-15 NASDCTEc/NCTEF Strategic Plan, with the activities categorized by the "lead" organization.

NASDCTEc	NASDCTEc/NCTEF	NCTEF
Build and maintain strong and effective PARTNERSHIPS with key education, workforce and economic development, and philanthropy organizations to advance NASDCTEc/NCTEF's priorities.		
• Develop, maintain and grow partnerships in support of NASDCTEc's federal legislative priorities	• Develop, maintain and grow partnerships in support of NASDCTEc/NCTEF's state policy initiatives/ support • Strategic partnerships with business-led organizations to strengthen business involvement in CTE • Collaborate and coordinate with ACTE on key initiatives and advocacy efforts, including an operational definition of and criteria for "high-quality CTE programs" • Develop, leverage and maintain partnerships that support efforts to provide professional development to our members, their staff and other key CTE stakeholders	• Career Clusters Leadership Pilot • Identify employer champions (one for each Career Cluster) • Determine feasibility of CRPC continuation and focus *POTENTIAL* • *Hosting study tours to show national and state partners and other potential supporters of CTE excellence in action* • *Expansion of CCLP*
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 CTE		
• Federal legislative priorities that support, promote and increase access to high-quality CTE • Support NASDCTEc's members to advance and implement federal policies and legislation that promote and increase access to high-quality CTE	• State legislative priorities that support, promote and increase access to high-quality CTE • A state policy strategy that addresses resources, partnerships, dissemination • A set of federal, state and employer-focused case-making resources • Media strategy	• CTE: Learning that works for America campaign • Excellence in Action Awards • Resources to support state adoption/implementation of CCTC/Career Clusters. • Resources and supports for states to connect CTE with broader reform efforts (CCSS, STEM, competency-based).

• Launch business resolution campaign • National campaign to get every member of Congress to see a CTE program.		*POTENTIAL* • *State-focused technical assistance to support the implementation of CTE standards, programs of study, etc.* • *Criteria for high-quality CTE programs of study, pathways and credentials* • *Review platform for industry-recognized credentials* • *Research-based messaging to support CTE and career readiness*
Provide, encourage and support PROFESSIONAL DEVELOPMENT to expand the skills, content knowledge and leadership of NASDCTEc members.		
• Host online library of members-focused resources • Spring & Fall meetings • Onboarding for new State Directors, members • Support skills and leadership development of State Directors/state leaders throughout year	• Develop, arrange and/or deliver resources to expand the skills, content knowledge and leadership of NASDCTEc members *and other stakeholders* such as reports, briefs, webinars, etc. • Host (virtual or in-person) convenings to support planning and implementation of next federal CTE legislation. *(Post-reauthorization)*	• Conduct and support the Career Pathways Effects workshops with CORD. (MOVED) • *Career Clusters integrated into CareerTech VISION conference* *POTENTIAL* • *Support skills and leadership development of state leaders (beyond our membership)*
Develop and implement actions that address NASDCTEc's organizational governance and fiscal security that ensures successful accomplishment of NASDCTEc/NCTEF's strategic goals.		
• Review NASDCTEc membership structure to strengthen the organization's fiscal security and membership base	• Review NASDCTEc/NCTEF Board of Directors' governing structure, policies and bylaws to ensure alignment with strategic goals • Develop and implement a fundraising plan to support public policy, partnerships, and professional development priorities	
Implement Ongoing Core Work of NASDCTEc/NCTEF		

Approved Policies Related to NCTEF Public Board Members

Approved nominations criteria for NCTEF Public Board members:

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

Approved rotation schedule for NCTEF Public Board members:
NCTEF Public Board members will represent diverse stakeholders. Therefore, the following phase in of the new criteria will be implemented. Subsequent years will follow this rotation schedule:
- FY16 (term July 1, 2015 – June 30, 2018): high-priority partner representative
- FY17 (term July 1, 2016 – June 30, 2019): employer representative
- FY18 (term July 1, 2017 – June 30, 2020): philanthropic representative

While not formal policy, it was the request of the Board to keep the following information accessible with the rotation schedule and Board criteria as a reflection of the types of candidates that could fit into each stakeholder category:
- *Employer community*: A leader from an organization/association that represents business, workforce or labor interests, such as the U.S. Chamber of Commerce, the National Association of Manufacturers, the Business Roundtable, or the AFL-CIO. This position could also be filled by someone who works for a specific company (e.g. IBM , Caterpillar or PG & E). The specific role this individual has within the company, or the division in which he/she sits (e.g., Human Resources, Corporate Social Responsibility, etc.) is less important than the candidate's understanding of and commitment to education and workforce development and ability to be an active contributor. This requires a baseline of knowledge about CTE and a national perspective.
- *Philanthropic community*: These are representatives of organizations or companies that provide grants or other investments aligned to or supportive of NCTEF's mission and theory of action.
- *High-priority partner*: This is the broadest category of all. It is intentionally undefined with the expectation that the Nominations Committee would consider the strategic goals and near-term priorities, as well as the experience and perspectives that the other two public Board members bring to the organization. It is intended to give the Nomination Committee flexibility in identifying the most critical voice needed on the Board. Bill or

Approved NCTEF Board member policies:

- No NCTEF public Board member can serve more than two, three-year terms. This policy would go into effect immediately and apply as current Board members' terms expire.
- Rescind travel cost reimbursement as it is in direct conflict with the existing Board commitment/nominations criteria "ability to serve (support of individual's administrator or Board for travel, time)." This policy would go into effect beginning FY16 or July 1, 2015.
- Retain the current policy to provide complimentary registration for NCTEF Public Board members to attend the two NASDCTEc annual conferences remain in place. This is valued as $1,250 for non-members.