Two-Year NASDCTEc/NCTEF Strategic Plan For Period of 2014-2015				
Target	Goal	Strategy	Aligned Project Plan	Lead Organization
1. Build and maintain strong and effective partnerships with key education, workforce and economic development, and philanthropy organizations to advance NASDCTEc/NCTEF's				
	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.	Partnership matrix/advocacy	NASDCTEc
		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.	Partnership matrix/advocacy	NASDCTEc
		1.1.3 - Convene CCSSO, NGA and NASBE to develop a common policy platform to for the state role in Perkins.	Advocacy	NASDCTEc
	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.	State policy strategy	NASDCTEc and NCTEF

		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.	State policy strategy	NASDCTEc and NCTEF
		1.2.3 - Engage and support the National Governors Association "America Works" campaign, ensuring positive positioning for CTE.	Partnership matrix	NCTEF
	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.	Partnership matrix	NASDCTEc and NCTEF
		1.3.2 - Highlight strong employer-education partnerships through multiple communications strategies (e.g. Friends of CTE blog series, papers, case studies, resources, etc.).	Case-Making	NASDCTEc and NCTEF
		1.3.3 - Develop case-making resources, targeted to the business community, designed to promote awareness of and seek support for CTE.	Case-Making	NASDCTEc and NCTEF
		1.3.4 - Conduct Career Clusters governance pilot.	CC Governance	NCTEF
		1.3.5 - Identify employer champions (one for each Career Cluster) to feature in the roll out the business resolution campaign results.	Business Resolution	NCTEF
		1.3.6 - Partner with the CTSOs to leverage their employer partnerships for advocacy and advancement of high-quality CTE.	Advocacy	NASDCTEc
	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.	Partnership matrix	NASDCTEc and NCTEF
		1.4.2 - Create and utilize criteria to guide decision-making around partnerships.	Partnership matrix	NASDCTEc and NCTEF
		1.4.3 - Determine feasibility of CRPC continuation and focus.		NCTEF
		1.4.4. - Engage DOL, DHHS and other federal agencies to support the alignment and understanding of "career pathways" and other related initiatives	Partnership matrix	NASDCTEc and NCTEF
	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.	CP Workshops	NCTEF
		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.	Partnership matrix	NCTEF
	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.	ACTE/NASDCTEc	NASDCTEc and NCTEF
		1.6.2 - Develop a plan to implement the recommendations and outcomes from the joint ACTE/NASDCTEc Executive Committee.	ACTE/NASDCTEc	NASDCTEc and NCTEF
		1.6.3 - Jointly develop an operational definition of and criteria for "high-quality CTE programs" to inform legislative priorities, professional development, etc.	ACTE/NASDCTEc	NASDCTEc and NCTEF
2. Engage in the formation and dissemination of legislation and public policy that impacts education, economic, and workforce development in support of expanded access to and				
	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.	Advocacy	NASDCTEc and NCTEF
		2.1.2- Develop and disseminate legislative language to Congressional and federal policymakers, as well as other stakeholder associations, to influence the reauthorization process.	Advocacy	NASDCTEc
		2.1.3 - Engage members of Congress and staff during reauthorization through briefings, school visits, and other advocacy activities.	Advocacy	NASDCTEc
		2.1.4 - Host regular Perkins coalition conference calls to support organizational priorities and unify advocacy efforts during reauthorization.	Advocacy	NASDCTEc
		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	State Policy Strategy	NASDCTEc and NCTEF
	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.	Advocacy	NASDCTEc
		2.2.2 - Develop and host resources and workshops related to Perkins implementation following reauthorization.	Advocacy	NASDCTEc

		2.2.3 - Develop pre-recorded webinars on relevant policy and legislative topics of interest to members.	Pre-recorded webinars	NASDCTEc and NCTEF
		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).	Advocacy	NASDCTEc
		2.2.5 - Develop a new section of the website focused on state CTE policy, that includes a state policy database.	State policy strategy	NASDCTEc and NCTEF
		2.2.6 - Create resources to support state adoption and implementation of the CCTC/Career Clusters.	State policy strategy	NCTEF
		2.2.7 - Conduct an initiative to put in place appropriate measurements of the CCTC.	State policy strategy	NCTEF
		2.2.8 - Create resources and supports for states to connect CTE with broader reform efforts (CCSS, NGSS, STEM, competency-based).	State policy strategy	NCTEF
	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.	Business Resolution	NASDCTEc
		2.3.2 - Launch a national campaign to get every member of Congress to see a CTE program.	Advocacy	NASDCTEc
		2.3.3 - Develop and maintain state profiles/fact sheets that explain and promote CTE in each state.	Case-making	NASDCTEc and NCTEF
		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.	Case-making	NASDCTEc and NCTEF

		2.3.5 - Engage in the Industry Workforce Needs Council campaign to promote CTE.	Advocacy	NASDCTEc
		2.3.6 - Launch and manage the Excellence in Action Awards program, utilizing these examples in advocacy and communications initiatives.	Awards; Advocacy	NCTEF
		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.	Communications/Marketing	NASDCTEc
		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.	Communications/Marketing	NASDCTEc
		2.3.9 - Launch redesigned website.	Website revision	COMPLETED
		2.3.10 - Maintain and expand social media strategy to engage broader set of stakeholders.	Communications/Marketing	NASDCTEc
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	Webinars	NASDCTEc
		3.1.2 - Build an online library of members-focused resources. (e.g. overview of key initiatives, pieces of legislation, member benefits, etc.)	Communications/Marketing	NASDCTEc and NCTEF

		3.1.3 - Build online library of pre-recorded webinars to educate the public about CTE.	Pre-recorded webinars	NASDCTEc and NCTEF
		3.1.4 - Deliver timely information/resources to NASDCTEc's members and relevant stakeholders (including the blog, social media resources, etc.).	Communications & Marketing/Webinars & Publications	NASDCTEc and NCTEF
		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.	Publications; Webinars; Communications & Marketing	NASDCTEc and NCTEF
	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.	Spring 2014	NASDCTEc
		3.2.2 - Conduct 2014 Achieving Excellence Institute.	CCI 2014	COMPLETED
		3.2.3 - Conduct Fall 2014 meeting.	Fall 2014	NASDCTEc
		3.2.4 - Develop a strategy that reconsiders reconvenings of all states for future (Summit, re-conceptualized spring and fall meetings, Institute).	Vision Summit	NASDCTEc and NCTEF
		3.2.5 - Host (virtual or in-person) convening of members to support planning and implementation of next federal CTE legislation.	Reauthorization PD	NASDCTEc
	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.	On boarding, Membership	NASDCTEc
		3.3.2 - Develop and implement a plan to support skills and leadership development of State Directors/state leaders throughout the year.	Leadership Program	NCTEF
	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.	Member services survey (in Membership Project Plan)	NASDCTEc

		3.4.2 - Conduct a quarterly assessment of staff interaction/support/member engagement.	None needed	NASDCTEc
		3.4.3 - Develop an annual report to the members identifying accomplishments and progress toward accomplishment of goals.	Annual report	NASDCTEc
		3.4.4 - Annually identify member task forces to accomplish priority goals.	None needed - embedded in others	NASDCTEc
		3.4.5 - Develop an electronic newsletter that shares NASDCTEc and state accomplishments, as well as articulates how members can use NASDCTEc resources.	Communications/marketing	NASDCTEc
	3.5 - Actively encourage alignment and collaboration between secondary and post secondary leaders within and beyond NASDCTEc's members			
		3.5.1 - Convene a post secondary engagement task force to advise NASDCTEc on how to better engage post secondary CTE stakeholders, what resources and PD should be offered to support secondary-post secondary alignment, and what key partnerships need to be made.	Post secondary task force	NASDCTEc
4. Develop and implement actions that address NASDCTEc's organizational governance and fiscal security that ensures successful accomplishment of NASDCTEc/NCTEF's				
	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).	Board task force	NASDCTEc and NCTEF
		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.	Board task force	NASDCTEc
	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.	Board task force	NASDCTEc
	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)	Sponsorship Program	NASDCTEc

		4.3.2 - Develop a fundraising plan, to include identifying priority fund-able projects, cultivate relationships with key funders, etc.	Fundraising	NCTEF
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.	Core services	NASDCTEc
		5.1.2 - Ensure that all Board approved policies are implemented properly and completely.	Core services	NASDCTEc and NCTEF
		5.1.3 - Standard operations manual (SOP) is maintained and reflective of current policy and practice.	Core services	NASDCTEc and NCTEF
		5.1.4 - Effective use of Basecamp/Backpack as project management and communications tools.	Core services	NASDCTEc and NCTEF
		5.1.5 - Establish and implement an effective formal on boarding process for Board members and officers.	Core services	NASDCTEc and NCTEF
		5.1.6 - Manage the annual nominations and elections process in a fair and compliant manner.	Core services	NASDCTEc and NCTEF
		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.	Core services	NASDCTEc and NCTEF
	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).	Core services	NASDCTEc and NCTEF
		5.2.3 - Conduct an annual audit and implement any recommendations or management notes.	Core services	NASDCTEc and NCTEF
		5.2.3 - Maintain an effective grants management system.	Core services	NASDCTEc and NCTEF
		5.2.4 - Maintain appropriate security measures to ensure passwords, employee privacy, etc. are protected.	Core services	NASDCTEc and NCTEF
		5.2.5 - Implement measures to ensure appropriate back up of all financial information, resources, etc.	Core services	NASDCTEc and NCTEF
	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.	Core services	NASDCTEc and NCTEF
		5.3.2 - Establish an implement a formalized staff on boarding process.	Core services	NASDCTEc and NCTEF
		5.3.3 - Annually conduct a human resources briefing to review any personnel policy or benefits changes.	Core services	NASDCTEc and NCTEF
		5.3.4 - Accurate and timely benefits management - retirement, transportation subsidy, payroll, etc.	Core services	NASDCTEc and NCTEF
		5.3.5 - Implement an annual performance evaluation system.	Core services	NASDCTEc and NCTEF
		5.3.6 - Annually review personnel policies and ensure they are legally compliant.	Core services	NASDCTEc and NCTEF
		5.3.7 - Ensure staff are implementing the necessary computer back ups to protect the content and intellectual property of the organizations.	Core services	NASDCTEc and NCTEF
		5.3.8 - Maintain an online, accessible standard operations manual. Coordinate updates with staff on a regular basis.	Core services	NASDCTEc and NCTEF
	5.4 Effectively manage the Career Cluster Products			
		5.4.1 - Ensure inventory controls are properly implemented.	Core services	NASDCTEc and NCTEF
		5.4.2 - Provide customer service and support that ensures high levels of satisfaction.	Core services	NASDCTEc and NCTEF
		5.4.3 - Conduct annual physical inventory.	Core services	NASDCTEc and NCTEF
		5.4.3. - Develop a plan for phasing out the Career Cluster product inventory.	Core services	NASDCTEc and NCTEF
		5.4.4 - Pilot test the Cafe Press online store.	Core services	DISCONTINUED
	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.	Communications/Marketing	NASDCTEc and NCTEF
		5.5.2 - Maintain a style guide and ensure staff are properly briefed on the use of the guide.	Communications/Marketing	NASDCTEc and NCTEF

		5.5.3 - Maintain and manage the CC and CTE style guides (signed by users), including managing user agreements.	Communications/Marketing	NASDCTEc and NCTEF
		5.5.4 - Put in place a content management/maintenance schedule/ system for the website.	Communications/Marketing	NASDCTEc and NCTEF