

The Center to Advance CTE Board of Directors' Meeting

**AGENDA**

May 22, 2016

2:15 p.m. – 4:45 p.m.

Meeting Room: Coolidge

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| 1. | Welcome, Overview of Agenda<br><i>2:15 – 2:20 p.m. (5 minutes)</i><br>.....   | Rod Duckworth<br>President<br><i>Pages 1-9</i>                            |
| 2. | Approval of Consent Agenda<br><i>2:20 p.m. – 2:30 p.m. (10 minutes)</i><br>..... <ul style="list-style-type: none"><li>• Communications Plan through June 30, 2016</li><li>• Finance/Audit Committee Minutes</li><li>• Lost Inventory Update</li><li>• State Policy Strategy Update</li><li>• Partnerships Update</li></ul> | Rod Duckworth<br>President<br><i>Pages 10-39</i>                          |
| 4. | The Center to Advance CTE Financial Reports<br><i>2:30 p.m. – 2:50 p.m. (20 minutes)</i><br>.....   | Pradeep Kotamraju<br>Secretary/Treasurer<br><i>Pages 40-54</i>            |
| 5. | FY17 Election - Public Member Position and Discussion<br><i>2:50 p.m. – 3:10 p.m. (20 minutes)</i><br>.....   | Rod Duckworth<br>President<br><i>Pages 55-58</i>                          |
| 6. | Fundraising and Development Discussion/State Strategy<br><i>3:10 p.m. – 3:30 p.m. (20 minutes)</i><br>.....   | Kate Blosveren Kreamer<br>Deputy Executive Director<br><i>Pages 59-60</i> |
| 7. | The Center to Advance CTE Future Priorities<br><i>3:30 p.m. – 4:10 p.m. (30 minutes)</i><br>.....   | Kimberly Green<br>Executive Director<br><i>Pages 60-61</i>                |
| 8. | Future of Career Clusters Discussion<br><i>4:10 p.m. – 4:30 p.m. (20 minutes)</i>   | Kimberly Green<br>Executive Director                                      |
| 9. | Other Items to be Added/Next Steps<br><i>4:30 p.m. – 4:45 p.m. (15 minutes)</i>   | Rod Duckworth<br>President  |

**Upcoming Meetings**

**The Center to Advance CTE  
Board Conference call  
June 23, 2016  
4:00 – 5:00 p.m. ET**

**2016 Fall Meeting**  
BWI Airport Marriott  
Linthicum Heights, MD  
Meeting: October 17 – 19, 2016  
Board Meeting: Monday, October 17, 2016

**2017 Spring Meeting**  
**Omni Shoreham**  
Washington, DC  
Meeting: May 1 – 3, 2017  
Board Meeting: April 30, 2017

FY17 Board Meetings will be announced in June.

# Ashleigh L. McFadden

2800 Quebec St, NW, Apartment 1135, Washington, DC 20008  
mcfadden.ashleigh@gmail.com 972-741-3465

## EXPERIENCE

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### U.S. Education Delivery Institute, Washington, DC

*Associate*

Feb. 2014-Present

- Creation and maintenance of the Tools & Resources section of EDI's website, including creation of the curriculum toolkits
- Serve on EDI's internal "Delivery Unit," facilitating strategic planning for the organization and monitoring progress on all five strategic goals
- Provide direct support to K-12 and higher education partners to improve policy implementation planning and delivery and build capacity among education leaders
- Design, execute and facilitate field interactions and workshops for education leaders
- Led the production team for publication of *Deliverology in Practice*, which updates the delivery framework based on lessons learned in American education

*Executive Assistant*

July 2012-Feb. 2014

- Provided executive support to the Chief Executive Officer and K-12 Director
- Assisted in developing and tracking the organization's strategic delivery plan
- Helped partners understand progress using high quality data visualization presentations and tools

### National Rifle Association of America, Office of the General Counsel, Fairfax, VA

*Paralegal*

May 2010-July 2012

- Compiled and submitted dozens of monthly lobbying compliance reports for lobbyists in multiple states
- Worked on projects and assignments with the fundraising division of the organization
- Served as Secretary for the Ethics Committee and the Committee on Hearings for the Board of Directors
  - Received the Outstanding Achievement Award in December 2010

*Legal Assistant*

June 2009-May 2010

- Assisted in planning and running the 13<sup>th</sup> Annual National Firearms Law Seminar, an event with over 200 attendees
- Prepared and filed corporate compliance and charitable solicitation compliance reports for the NRA and related entities

### Ain & Bank; Curtin, Law, Roberson, Dunigan and Salans, Washington, DC

Jan. 2007-Dec. 2008

*Organizational Intern/Case Clerk*

- Case clerk for domestic, estate, and corporate clients
- Created and maintained a database of thousands of closed client files and other organizational projects

### World Affairs Council of Dallas/Fort Worth, Dallas, TX

June-Aug. 2006

*Dallas/Fort Worth Committee for International Visitors and Dallas Protocol Intern*

- Wrote proposals for the International Visitors Program run by the U.S. Department of State and USAID
- Wrote program proposal which was selected for a program involving Latin American news media

## EDUCATION

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### George Mason University, School of Policy, Government and International Affairs, Arlington, VA

*Master of Public Policy*

Graduated May 2015

Concentration in Social Policy

- Honors: Seymour Martin Lipset Scholar, Member of the Pi Alpha Alpha public affairs honor society

### The George Washington University, Elliott School of International Affairs, Washington, DC

*Bachelor of Arts in International Affairs*

Graduated Dec. 2008

Concentrations in Europe and Eurasian Studies, Latin American Studies; Minor in Art History

- Honors: Magna Cum Laude, Presidential Academic Scholarship, Dean's List
- Activities: Phi Sigma Sigma Sorority, Kappa Chapter, (held leadership position); International Affairs Society

### Universidad Pablo de Olavide, Sevilla, Spain

Jan.-May 2008

*Council on International Educational Exchange*

- Studied international business and intensive Spanish language and culture

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mcfadden.ashleigh@gmail.com 972-741-3465

## PROFESSIONAL SKILLS

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- **Foreign Language:** Proficient in written and spoken Spanish (6 years experience)
- **Computer:** Website maintenance platform Drupal versions 6-8; Microsoft Office, including Word, Excel, Access, PowerPoint, Outlook; Microsoft Windows; Mac OSX; Typing at 70 wpm; Webinar software; Tableau
- **Associations:** Texas State Society, 2011-2015; Phi Sigma Sigma Northern Virginia Alumnae Chapter, 2010-2015

**Position Title:** State Policy Manager

### **Primary Responsibilities**

Advance CTE: State Leaders Connecting Learning to Work is seeking a State Policy Manager to oversee and manage the organization's efforts to promote and support effective adoption and implementation of Career Technical Education (CTE) policies at the state level. The ideal candidate will have state policy experience, a proven ability to manage multiple projects successfully and be committed to getting results in a fast-paced environment. This position provides a unique opportunity to engage with state leaders, national partners and other key stakeholders to help ensure all students have access to high-quality CTE and preparation for the careers of their choice.

### **About Advance CTE**

Advance CTE supports an innovative Career Technical Education (CTE) system that prepares individuals to succeed in education and their careers and poises the United States to flourish in a global, dynamic economy through leadership, advocacy and partnerships. Established in 1920, Advance CTE is the longest-standing CTE-focused national non-profit, representing State Directors and state leaders responsible for secondary, postsecondary, and adult CTE across all 50 states and U.S. territories. For more information, see [www.careertech.org](http://www.careertech.org)

### **Job Responsibilities**

The State Policy Manager, who will report to Deputy Executive Director, will:

- ✓ Manage Advance CTE's role in the *New Skills for Youth* initiative, a multi-year grant-funded partnership with the Council of Chief State School Officers, including:
  - Manage partner and funder relationships and coordination with the third-party evaluator to help monitor states' progress and challenges
  - Oversee the development and maintenance of the New Skills for Youth Resource Center, a curated web-based collection of best practices, resources and policies
  - Manage the development of annual case studies, policy briefs and implementation tools to support states' adoption and implementation of CTE and career readiness-related policies and programs
  - Ensure all activities led under New Skills for Youth are well-coordinated with other organizational initiatives, projects and priorities, including member supports
- ✓ Oversee the organization-wide state policy and implementation strategy
  - Lead an annual process to update and monitor progress on an organization-wide state policy and implementation strategy that is aligned to our mission of supporting high-quality CTE and responsive to members' priorities
  - Collaborate with staff to ensure state policy and implementation strategy is aligned with other initiatives, including federal advocacy and communications
- ✓ Outreach & Engagement
  - Develop an ongoing understanding of the CTE environment and the role of Advance CTE in serving the CTE community
  - Provide in-state technical support around policy development and implementation
  - Serve as an organizational spokesperson for Advance CTE

- Develop, maintain and grow partnerships in support of Advance CTE’s major initiatives
- Coordinate with other staff on full publication and member communication strategy, including newsletters, blog updates, research briefs, legislative briefing papers, analyses, social media/web content, presentations, articles, etc.

**Supervisory Responsibilities**

The State Policy Manager will have supervisory responsibility for a Policy Associate and consultants and contractors

**Qualifications & Skills**

- ✓ Bachelor’s degree with focus in a field related to the public policy, public administration, education, communications or political science, plus a minimum of seven (7) years’ experience or a master’s degree with a minimum of five (5) years’ work experience.
- ✓ Ability to develop and maintain positive relationships with a wide variety of people, including but not limited to, board members, staff, government officials, state directors, key stakeholders, community partners
- ✓ Ability to think critically, use good problem solving judgment, and take complex ideas and present them in a style for a layperson’s understanding
- ✓ Ability to work independently, accurately and meet deadlines and simultaneously manage multiple projects/tasks
- ✓ Skilled written report preparation and public speaking with a style appropriate to the audience
- ✓ Ability to facilitate small and large-group discussions with various stakeholder groups
- ✓ Ability to handle confidential and sensitive information with discretion
- ✓ Knowledgeable of standard office equipment, as well as proficient with computer software programs, such as Word, Excel, PowerPoint
- ✓ Hold a valid driver’s license within the commuting areas, have access to a reliable car with current insurance or access to a reliable/flexible transportation source

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**Employee Signature**

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**Date**

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**HR or Supervisor Signature**

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**Date**

**EXPERIENCE**    **Data Analyst: Flamboyant Foundation**

*September 2014 – Present*

- Collected and analyzed program data from in-depth interviews, focus groups, and surveys
- Maintained Flamboyant’s database and created program dashboards for partner schools
- Supported the Senior Director of Evaluation and Learning to manage a rigorous program evaluation with Johns Hopkins University

**Manager of Online Engagement: Rock the Vote**

*August 2013 – August 2014; Washington, DC*

- Designed and managed an experimental study, funded by a grant from the James Irvine Foundation, to determine the effects of SMS, email, and Facebook targeting on voter turnout in California
- Analyzed social media data to determine best practices and provide engagement reports to the team
- Managed all online communications including Rock the Vote’s blog, Facebook page (78K fans), Twitter feed (51K followers), mobile communications (300K+ subscribers), and email communications

**Field Team Leader: Invisible Children**

*June 2012 - Dec 2012; San Diego, CA*

- Led a four-person team to speak on behalf of Invisible Children at more than 65 community screenings in Southern California in order to generate revenue and political support for human rights initiatives in Uganda and Central Africa
  - Oversaw logistics, finances, and scheduling for the team, generating nearly \$25K in revenue and thousands of letters to Congress over the course of three months
  - Trained students for a two-day lobby day on Capitol Hill, resulting in a legislative victory
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**EDUCATION**    **American University: Master of Public Policy**

*Sept 2013 – May 2015; Washington, DC*

**Florida Atlantic University: BA, Psychology**

*Aug 2008 – May 2012; Jupiter, FL*

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**HONORS &  
ACTIVITIES**

**CURRENT**

**Vice President of Communications and Outreach**, Young Education Professionals – DC

- Managed a team of five volunteers to implement YEP-DC’s communications strategy and connect members with networking and career opportunities
- Designed and managed a communications plan to launch YEP-DC’s paid membership program, generating more than 200 enrollments

**Pi Alpha Alpha Honors Society**, Member

**Eagle Scout**, Boy Scouts of America

**PAST**

**Graduate Student Commencement Speaker**, American University School of Public Affairs Graduation Ceremony, May 2015

**Marketing Director**, American University School of Public Affairs Graduate Student Council

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**SKILLS**

**Software Proficiency:** STATA, Excel, Microsoft Office Suite, Photoshop, Salesforce, Digital Media

**Skills:** Data Management, Research and Analysis, Problem Solving, Facilitation, Written and Oral Communication, Interpersonal Skills, Adaptability

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## AUSTIN ESTES

717 11<sup>th</sup> Street NE | Washington, D.C. 20002  
austinjamesestes@gmail.com | 321.243.4013

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### PROFESSIONAL REFERENCES

**Dr. Anita Drever**, Senior Director of Learning and Evaluation, Flamboyant Foundation

- (Please notify me before contacting)
- *Relationship*: Anita supervised me in the Data Analyst role at Flamboyant Foundation from December, 2014 to present
- *Phone*: (202) 315-2410
- *Email*: adrever@flamboyantfoundation.org

**Dean Vicky Wilkins**, Senior Associate Dean, American University

- *Relationship*: I worked closely with Dean Wilkins when I served as the Communications Director for the School of Public Affairs graduate student council
- *Phone*: (202) 885-6443
- *Email*: vwilkins@american.edu

**Kaitlin Pennington**, Education Policy Analyst, Bellwether Education

- *Relationship*: I worked under Kate at Young Education Professionals-DC from September, 2014 to August, 2015 and assumed her role as VP of Communication and Outreach when she stepped down in August, 2015
  - *Phone*: (202) 579-7472
  - *Email*: kaitlin.pennington@gmail.com
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SARALY  
REQUIREMENTS **\$52,000-\$55,000**

**Position Title:** Policy Associate

### **Primary Responsibilities**

Advance CTE: State Leaders Connecting Learning to Work is seeking a Policy Associate to help advance the organization's state and federal policy priorities and initiatives. The ideal candidate will have policy experience, a desire to go deep within a focused policy area, and be a team player committed to getting results in a fast-paced environment. This position provides a unique opportunity to conduct key research and develop resources leveraged by state leaders, national partners and other key stakeholders to help ensure all students have access to high-quality CTE and preparation for the careers of their choice.

### **About Advance CTE**

Advance CTE supports an innovative Career Technical Education (CTE) system that prepares individuals to succeed in education and their careers and poises the United States to flourish in a global, dynamic economy through leadership, advocacy and partnerships. Established in 1920, Advance CTE is the longest-standing CTE-focused national non-profit, representing State Directors and state leaders responsible for secondary, postsecondary, and adult CTE across all 50 states and U.S. territories. For more information, see [www.careertech.org](http://www.careertech.org)

### **Job Responsibilities**

The Policy Associate, who will report to State Policy Manager, will:

- ✓ Directly support and advance Advance CTE's state policy and implementation strategy
  - Develop and maintain the New Skills for Youth Resource Center, a curated web-based collection of best practices, resources and policies
  - Track the adoption and implementation of state and federal legislation, policies and practices that impact CTE within and across states
  - Develop resources, such as briefs, case studies, talking points or fact sheets, that support the adoption and implementation of high-quality CTE state and federal policies and programs
- ✓ Member Engagement
  - Respond to member requests for policy-based research and analyses
  - Coordinate with other staff to produce newsletters, blog updates, research briefs, legislative briefing papers, analyses, social media/web content, presentations, articles, etc. to ensure the Advance CTE membership is up-to-date on relevant research that impacts or effects CTE
  - Attend and support Advance CTE committees and conferences
- ✓ Outreach & Engagement
  - Develop an ongoing understanding of the CTE environment and the role of Advance CTE in serving the CTE community
  - Develop, maintain and grow partnerships with national organizations in support of Advance CTE's policy initiatives

**Qualifications & Skills**

- ✓ Bachelor's degree or equivalent with focus on public policy, public administration, or education plus three years of related experience (or relevant Master's degree) with familiarity of education policy.
- ✓ Ability to develop and maintain positive relationships with a wide variety of people, including but not limited to, board members, staff, government officials, state directors, key stakeholders, community partners
- ✓ Ability to think critically, use good problem solving judgment, and take complex ideas and present them in a style for a layperson's understanding
- ✓ Ability to work independently, accurately and meet deadlines and simultaneously manage multiple projects/tasks
- ✓ Excellent English language oral and written communication skills, proficiency in spelling, punctuation, citations, footnoting, grammar and content; including public speaking with a style appropriate to the audience
- ✓ Ability to handle confidential and sensitive information with discretion
- ✓ Knowledgeable of standard office equipment, as well as proficient with computer software programs, such as Word, Excel, PowerPoint
- ✓ Hold a valid driver's license within the commuting areas, have access to a reliable car with current insurance or access to a reliable/flexible transportation source

Compensation depends on experience and is highly competitive.

**How to apply**

Please send a cover letter, resume, two writing samples, and reference and salary history to [careers@careertech.org](mailto:careers@careertech.org) by February 23, 2016.

**Communications Plan through June 30, 2016**  
*Report submitted by Katie Fitzgerald, Communications Associate*

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Advance CTE staff has worked to refine and carry out the Advance CTE 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 Advance CTE 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 Advance CTE's communications and case-making resources are aligned under this brand
5. Support the adoption, implementation and/or endorsement of Career Clusters<sup>®</sup> and/or Common Core Technical Core and/or programs of study across states
6. Support Advance CTE's federal and state policy efforts through the reinforcement of effective partnerships, publications, messaging and engagement with policymakers

Since the last board update, communications efforts have been focused on rolling out a variety of large-scale initiatives including:

- Rebranding the organization under the name Advance CTE: State Leaders Connecting Learning to Work
- Launching New Skills for Youth, the \$75 million initiative co-led with JPMorgan Chase & Co., Council of Chief State School Officers and Advance CTE
- Promoting CTE Month
- Marketing the 2016 Spring Meeting

Below is a description of the strategies and tasks accomplished with related data. Note, these strategies are based on the communications strategy, which will be updated in summer 2016 to reflect the new vision for CTE and the updated strategic plan.

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*

Tasks accomplished to date/Ongoing:

- Regular updates of the homepage slides pointing to or repurposing Advance CTE resources and information,
- Daily updates of Twitter and weekly updates of Facebook resulting in over 2,000 followers on each platform,
- Released a new e-blast series, CTEWorks Communications, for current future supporters of the CTE: Learning that works for America campaign,
- Released new e-blast series, Advance CTE Research Review, for self-selected members of the research/publications email list,
- Worked with state policy team and web developers to create a state policy/resource directory featuring Advance CTE and external resources to be launched in June,
- Maintained regularly released blog series including This Week in CTE, State Policy Updates, Getting to Know..., Inside International CTE, Legislative Updates and CTE Month, and
- Integrated a CRM system into the Advance CTE website to streamline event registration and member data management.

Tasks to be accomplished:

- Integrating social media into the website for real-time updates,
- Continue to work with partners to obtaining content from organizations and leaders in CTE diversify content and build goodwill among partners including cross promoting on blogs and sharing content on social media,
- Feature partner content on the Learning that Works Resource Directory
- Releasing monthly Friends of CTE blog posts

**Success Metrics:**

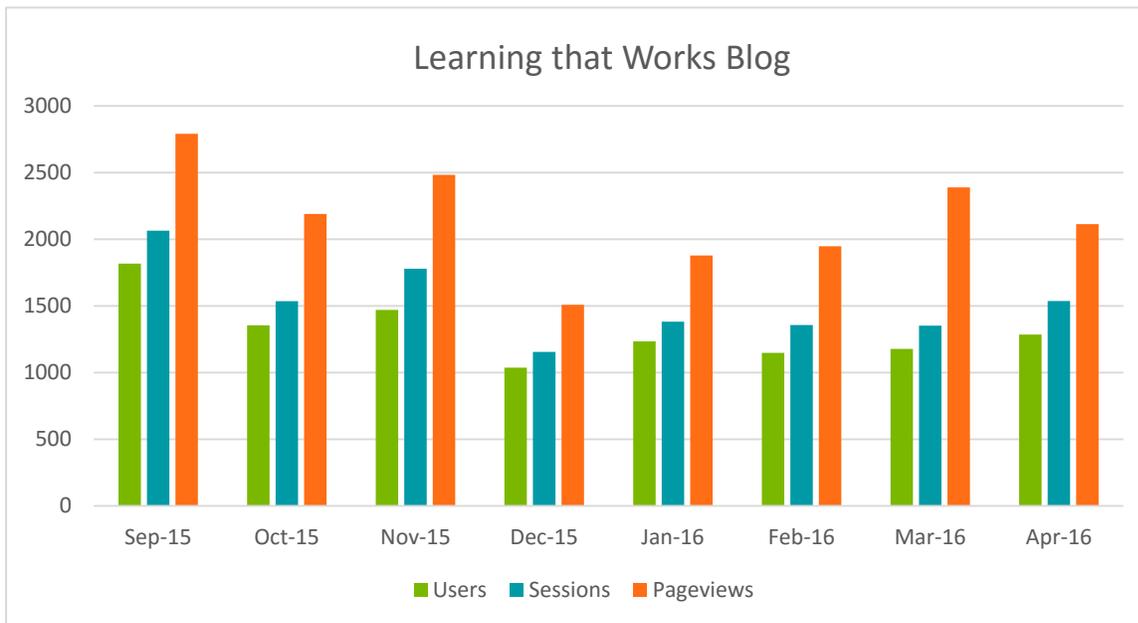
- The first CTEWorks Communications e-blast had a 26 percent open-rate and 22 percent click-through rate.
- Advance CTE Research Review e-blasts were released in September and April. September's eblast had a 26 percent open-rate and 28 percent click-through rate. April's eblast had a 30 percent open rate and a 37 percent click-through rate. While this did not meet the 35 percent benchmark, as subscribers become more familiar with the e-blasts and Advance CTE staff predicts open-rates and click-through rates will rise. (**Goal:** 35 percent open-rate and quarterly release schedule for e-blasts.)

**Learning that Works Blog and Round-Up**

The Learning that Works Blog has featured **86 posts** since the September 2015 that have highlighted events, major accomplishments and announcements such as the Advance CTE rebrand; timely state and federal policy updates; and new State CTE Directors. The blog also highlights regular series ranging from weekly (This Week in CTE) to monthly (Inside International CTE) including:

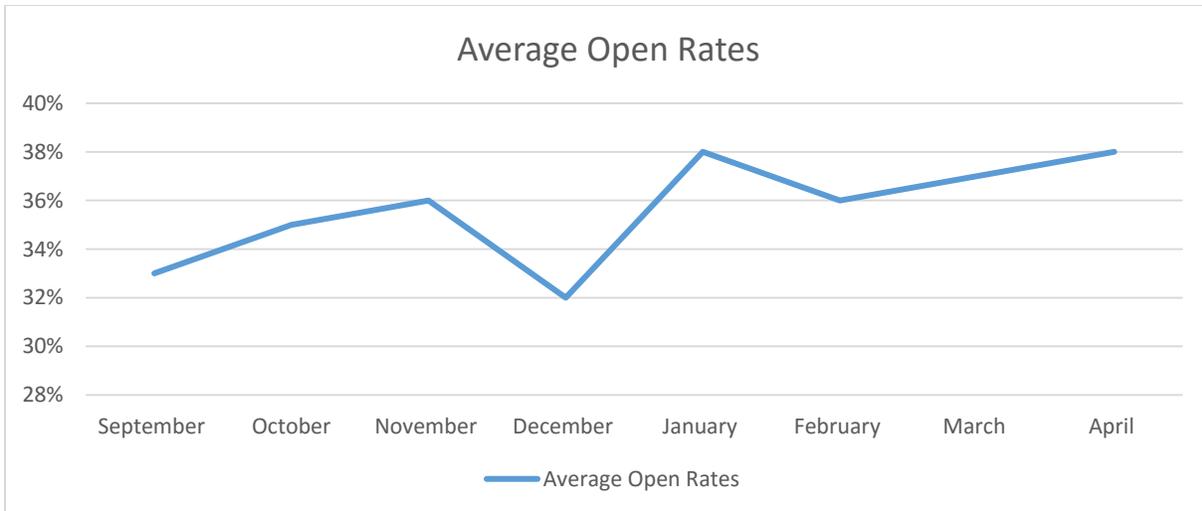
- [Legislative updates](#)
- [State policy updates](#)
- [Research reviews](#)
- [This Week in CTE](#)
- [Inside International CTE](#)
- Getting to Know...

The blog saw a general decline in visitors in December, consistent with past trends based on the holiday season. However, the blog is consistently in the range of about 1,000 users and 2,000 page views per month.



**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 Advance CTE announcements, policy updates, events and publications.

In an effort to drive traffic to the blog, staff revamped the weekly blog round-up with a template more in line with the Member Newsletter (more information below), and featuring the blog posts of the week. The ‘Week in Review’ e-blast sent to Advance CTE members is now sent Monday morning instead of Friday afternoon, resulting in about 36 percent opens-rate.

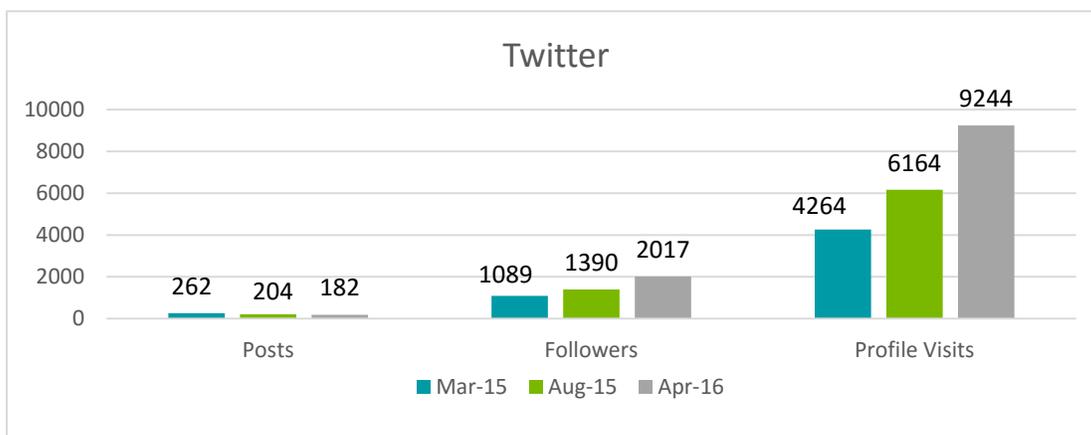


**2016 Goal:** Maintain 35 percent open-rate.

### SOCIAL MEDIA

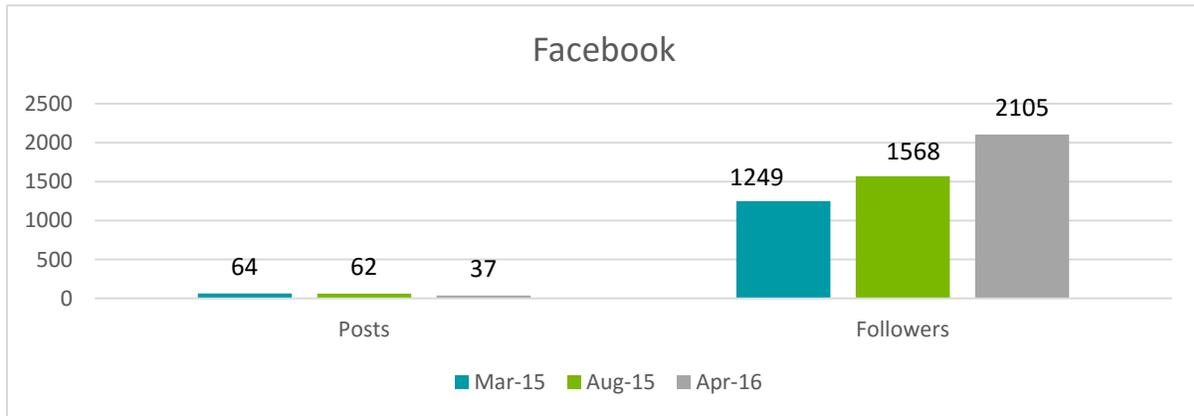
Social media engagement has steadily increased over the past six months, with significantly more followers on both Facebook and Twitter. Staff has worked on cross promotion of Facebook posts and tweets with key partners, and participated in promoting New Skills for Youth’s launch in January and CTE Month in February, resulting in an increase in engagement during those months.

@CTEWorks has gained 627 followers since the September board update, gaining an average of 78 followers per month and putting Advance CTE over 2,000 followers.



**2016 Goal:** Add 650 Twitter followers by the completion of the 2016 calendar year.

Advance CTE’s Facebook page gained 537 likes since the September board update, averaging 67 likes per month and also reaching over 2,000 followers.

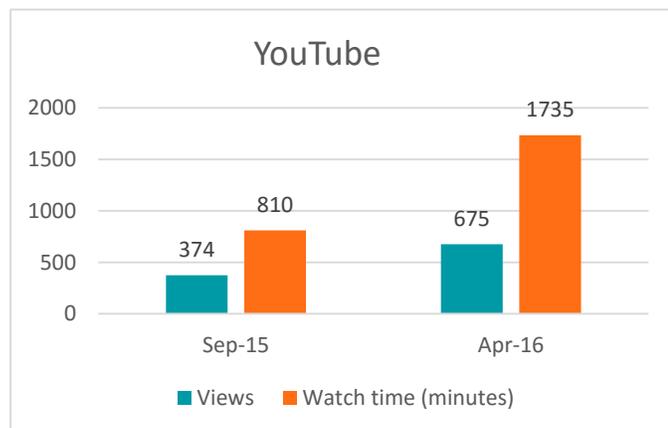


**2016 Goal:** Add 550 Facebook followers by the completion of the 2016 calendar year.

Advance CTE relaunched our YouTube page under the name CTEWorks to more closely align with social media channels. In addition to launching under a new name, the page has been updated to include a video explaining the Advance CTE Rebrand, among others. Staff will update the YouTube page with on-demand webinars and videos as they become available.

The top videos viewed during this time period are:

- [Career Pathways Effect: Overview of Career Pathways](#) (343 views),
- [NASDCTEc Rebrand](#) (104 views)
- [Reflect Transform Lead](#), (73 views) and
- [Career Pathways Effect: Programs of Study](#) (46 views).



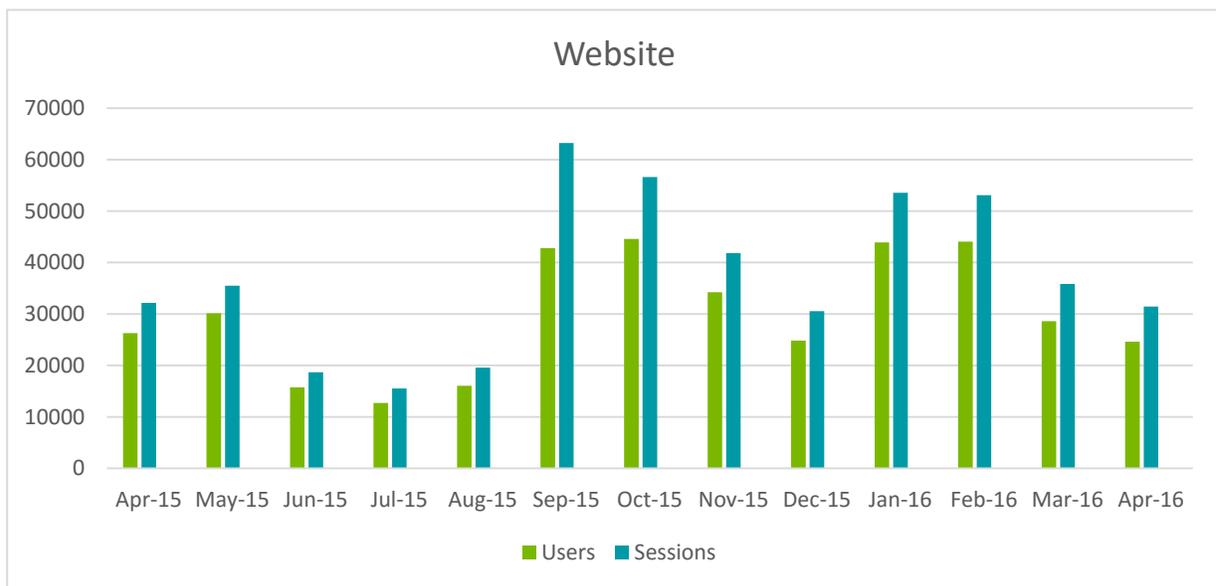
**2016 Goal:** Update YouTube videos in a timely manner, increase views and watch times. Upload all relevant past webinars to the YouTube page.

## WEBSITE

Staff has continued to update and manage all pages in a timely manner, regularly updating homepage slides, events, resources, publications, and more. Staff integrated a CRM system to better streamline event registration and membership management. Event registration was utilized for the Spring Meeting, and the internal member database will be launched in May. This will allow staff to better track new members, and aid in the development and management of a member engagement strategy.

Additionally, staff is developing the Learning that Works Resource Directory to feature Advance CTE and related CTE resources. Also, staff is developing a similar member directory to house resources and tools.

The 25,000 unique visitor goal was met in all but two months. In December, the website neared the goal with 24,844 users, and in April 24,602. December is traditionally a slow month for website visits due to the holiday season. Despite not meeting the monthly benchmark for all months, since August the website has averaged 35,816 users over the past eight months, exceeding the 25,000 goal.



***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.***

Advance CTE 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 efforts in place to continually improve upon our partnership and our reach through the education reform community such as leveraging CTE Month. Additional steps we took this year, and will continue to take 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 This Week in CTE blog posts) with those efforts.

- Partnered on a variety of publications and webinars with partners including the Appalachia Regional Comprehensive Center, ACTE and Asia Society.
- 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.***

Tasks accomplished to date:

Currently 731 users have entered into the CTE: Learning that works for America® agreement compared to 707 users in August 2015.

- Revamped Learning that works for America website section to better streamline information and include new examples of best practices. Also included a new section on CTE Month with accompanying best practices and state and local examples.
- Featured the campaign heavily during CTE Month
- Released CTEWorks e-blast to campaign users on how to use the campaign in their own work.

Tasks to accomplish:

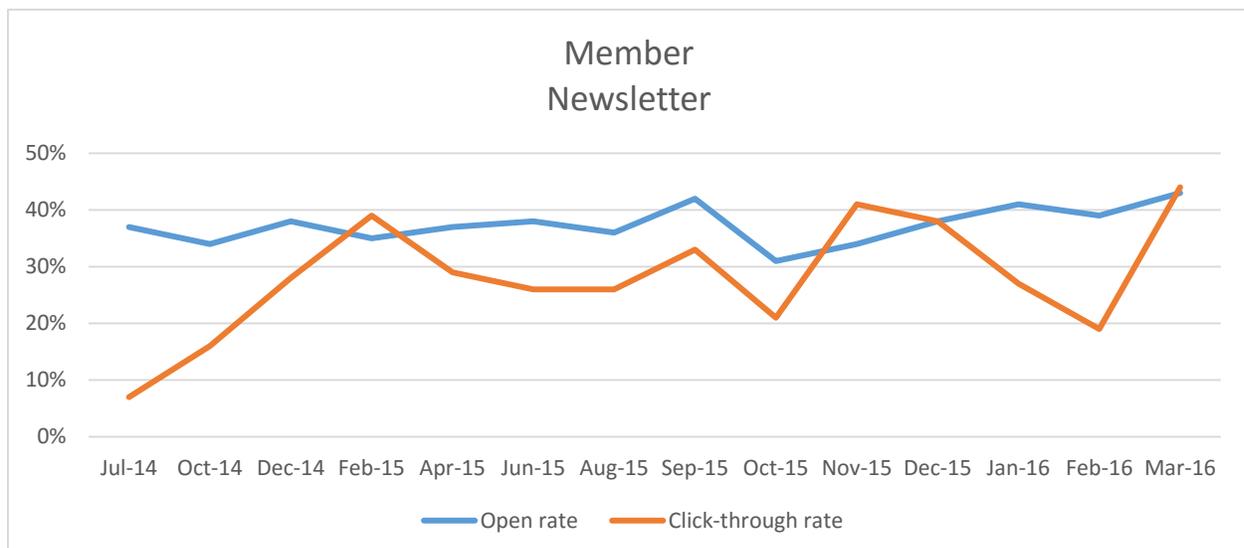
- Host standing cross-state calls where users can share lessons learned and challenges, each one featuring a state or local district that has embraced the campaign in a meaningful way. These calls should be inclusive of anyone in the state responsible for communications who may benefit from the campaign.
- 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.)
- Work with Communications Committee to update and develop new resources and materials for the campaign.
- Create process for resigning all 50 states onto the campaign due to the high turnover of State CTE Directors in the past two years.

## Success Metrics:

- 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.
4. ***Maintain strong and effective two-way communications channels with members to ensure they are aware of Advance CTE’s activities, resources and events and that Advance CTE is developing the research, tools and resources most needed by our members.***

## Tasks accomplished to date:

- Communications Committee  
Advance CTE re-launched the Communications Committee in May 2015, and has held regular calls and e-mail communication around specific topics. The committee consists of 25 members from 15 states and a multitude of national organizations. This summer, the committee worked with staff on rebrand efforts including providing input on the name, logo, style guide and roll out plans. The committee also provided guidance on the Career Clusters product update. As we look into next year, the committee will assist in the updating CTE: Learning that works for America campaign resources and marketing the 2016 Excellence in Action awards.
- Career Cluster Product Update  
Many of the Career Clusters products had not been updated since they were created in 2010. Staff worked with the Communications Committee to refresh 17 products including the Pocket Guide and Career Cluster-specific brochures. Since the announcement of the new products at the end of February, Advance CTE has sold over \$5,500 of Career Clusters materials in two months.
- Advance CTE Member Newsletter  
Advance CTE has dramatically reformatted and redesigned the member newsletter. In December 2014 the newsletter was reformatted to provide updates of organizational events and announcements, but also provide a place to highlight member updates such as new State CTE Directors. Additionally, in August 2015 Advance CTE moved from releasing a bi-monthly newsletter to a monthly newsletter for members.



Since the adoption of this new format, there has been a steady 35–45 percent open rate, and a dramatic increase in click-through rates, which has grown from around **seven percent**, to almost **half of readers** clicking through to links to our blog and website upon adoption of the reformatted newsletter in December 2015. This shows a significant increase in engaged users since the launch of the new format. Note, in October the open and click-through rate is much lower than previous and later months. This is due to a mistake in the release and having to send the newsletter twice, once with a correction. This contributed to a non-traditional open and click-through rate inconsistent with surrounding months.

#### 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.
- Advance CTE will promote new or updated resources through homepage slides, social media and blog series.

#### **Success Metrics:**

- The committee hosted monthly meetings around the rebrand, but will move to quarterly meetings for the future.
- Since the September board update, the newsletters has an average of 38 percent open rate surpassing the 35 percent goal and will continue to strive for a 35 percent open rate.

#### ***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.***

Advance CTE featured 2015 award winners at the Association for Career and Technical Education's (ACTE) 2015 CareerTech VISION conference in November, promoting the award winners even further beyond monthly blog posts and recognition at the 2015 Spring Meeting. Additionally, award winners have been featured in numerous articles with reference to the Excellence in Action award. This year's winners have been selected and will be featured at the 2016 Spring Meeting and at CareerTech VISION among other events as they arise.

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 accomplished to date:

- Successfully launched the 2016 awards in October and increased the number of award recipients from nine to 11 winners.

Tasks to accomplish:

- 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.
- Make a clearer connection between the award-winning programs and the Advance CTE vision.

**Success Metrics:**

- Advance CTE 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.
- Advance CTE 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.***

Staff routinely updates the Newsroom and has developed a state-specific reporter list in preparation for engaging media around the 2016 Excellence in Action award recipients, or pitching Advance CTE resources pertinent to those states.

Advance CTE will focus on public relations efforts to increase presence of Advance CTE 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.

Since September, Advance CTE has had seven notable media mentions, primarily around the release of New Skills for Youth in January. Media picks ups tend to be focused on significant announcements or events including:

- CTE Month (1)
- New Skills for Youth (5 articles)
- White House CTE event (4 articles)
- Excellence in Action awards (6 articles)

Tasks to accomplish:

- Continually update reporter list of press who generally ‘get’ CTE that we can engage and develop new relationships with reporters
- Update state-specific reporter list regularly

- Provide support to states/members (through webinars, workshops and/or print materials) on social media strategies
- Increase media hits to include 30 positive article mentions and/or op-ed placements in 2016
- Continue to 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:**

- Advance CTE 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, Board members and other spokespeople on key Advance CTE messaging.***

Advance CTE 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 Advance CTE vision, brand and style guide, to effectively communicate on behalf of the organization.

Tasks accomplished to date:

- Provided FAQs and related resources around Advance CTE’s rebrand to help members communicate about the rebrand
- Worked with leadership to craft blogs supporting the rebrand
- Worked with leadership and members to create statements of support of the rebrand
- Updated style guide to reflect new brand and relation to sub-brands

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
- Deliver talking points and messaging for the new vision of CTE
- Yearly staff training on talking points and messaging

**Success Metrics:**

- Advance CTE will provide yearly trainings for staff and will update our style guide annually.

**8. *Regularly assess 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 (Advance CTE is doing this currently)

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 Advance CTE audiences.

Advance CTE/The Center to Advance CTE  
Finance/Audit Committee  
**MINUTES**  
CONFERENCE CALL  
March 31, 2016  
4 p.m.-5 p.m. ET.

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**Attendees:** Pradeep Kotamraju, Marie Barry, Connie Beene, Tim Hodges, Sheila Ruhland

**Absent:** Bernadette Howard

**Staff:** Karen Hornberger, Kate Blossveren

**Guests:** Mark Friese, Merrill Lynch

**Welcome:** Kotamraju welcomed the Finance/Audit Committee and thanked them for joining the call. He then introduced Mark Friese, the organizations' investment advisor from Merrill Lynch.

**Review of Investments:** Friese thanked the committee for inviting him to give a brief update of the status of the organizations' investments. He shared that the market has remained volatile since January 2015 and during a period like this the main focus is to protect the assets in two ways. First, he suggested that we remain over-weighted in sectors that are less volatile (like utilities and consumer staples) and remain under-weighted in sectors that are more economically sensitive (like technology and consumer discretionary). Further, Friese stated that we need to remain underweighted in problem areas like international and energy. He shared that all of our accounts are underweighted in energy and have less than 2% exposure to international markets.

Friese shared that our investments are doing slightly better than the market and stated that Merrill Lynch has been very defensive which has been allowing our accounts to do well. He reminded the Finance/Audit Committee that it is Merrill Lynch's job to protect the accounts while in a negative environment. Friese shared that while interest rates continue to rise, we will keep an eye on the bonds and reallocate stocks if the rates continue to rise. He also shared that are bonds are managed by a bond manager who keeps a close eye on them and makes any adjustments that are needed. In the short term, we will be keeping the bonds but be assured the team at Merrill Lynch is monitoring them closely.

**Review and Approval of Minutes:** Kotamraju presented the Finance/Audit Committee minutes from the January 12, 2016 committee call.

**MOTION:** To approve the January 12, 2016 Finance/Audit Committee minutes.  
Beene; Ruhland.  
**MOTION ADOPTED.**

**Review and Approval of Financial Reports:** Kotamraju and Hornberger presented The Center to Advance CTE/NCTEF financials.

**INCOME:** Income is at 35%, with only interest, product sales and some new grant money being received. Products sales at ACTE Vision were disappointing, however staff have been working to increase marketing efforts and sales are responding. It is unlikely we will reach our target

income for products. The FORD NGL Grant was received in the amount of \$9000; some of these funds will be allocated to the next fiscal year as that is when the relevant work will be completed. As the contract is still being finalized with CCSO, JPMC grant funding has not been received. It is likely that the Foundation will expend some reserve funds to offset expenses before the grant is received. However, the grant will fully reimburse the Foundation for all of these expenses. The Association reimbursement to the Foundation for the redistribution of work under the new theory of action plan will take place at the end of the fiscal year when all expenses have been accounted for.

**EXPENSES:** Expenses are on target at 23% with the expectation that this will increase as the JPMC grant work begins in earnest. Art, printing and copying is over budget due the full refresh of the 16 Career Cluster brochures and Pocket Guide. To keep cost of goods sold low, the quantity of products purchased was increased to obtain the best price possible. Investment expenses are higher but in line with interest income.

Barry asked for a reminder of what the IDIQ grant was for. Blossveren shared that the IDIQ grant is a joint effort with RTI international, Jobs for the Future and Vivayic. Our organizations successfully received a task order through OCTAE's latest indefinite-delivery, indefinite-quantity (ID/IQ) contract. The task the Center to Advance CTE is leading is around supporting better alignment between secondary CTE programs and apprenticeships through site visits, a synthesis reports and a final set of technical assistance tools for state and local leaders.

Kotamraju asked why we haven't received the JPMC grant funds. Blossveren shared that we were still working on a clause in the contract about intellectual property and that we have our lawyers looking at it now.

Kotamraju and Hornberger presented The Advance CTE/NASDCTEc Financials.

**INCOME:** As of January 31<sup>st</sup>, income is at 65% 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. \$41,972.57 of the CTE Summit reserve withdrawal has been used and the final invoice and payment will be reflected on the next quarterly report. State dues are at 104% of budget, with the balance of California, Puerto Rico and Virgin Islands remain unpaid. Only Puerto Rico has not submitted an intent form – Virgin Islands are actively pursuing payment of its dues. Associate dues are at 108% of the budgeted amount due to increased number of organizational memberships. Interest is at 82% and exceeding budget as of January 31<sup>st</sup> due to minimal reserve withdraws. Conference registrations are above target (56%) 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 49% and in line with projections. Several expenses (insurance, license fees) are annual fees that have already been paid. The contractor's expense line shows a payment to PWC for the CTE Summit, which occurred in October. Merrill Lynch charges are slightly above expectations as but are in line with an increase in interest in the account.

*Note: Originally in the financial report it was stated that the employee benefits are over budget at this time due to 30% of the overage is from the use of PTO leave used primarily by two staff members who have had to take additional leave for family. This was in error as this benefit is part of salaries and not actual benefits. It has been corrected in the financial reports for January 31, 2016.*

Hornberger asked if anyone had any questions regarding the financials. Kotamraju asked about the funding for the new staff members. Blosveren shared that the funding was coming from the JMPC grant and that most of their time will be paid for by this grant.

Pradeep asked for a motion to approve the financial statements as presented.

**MOTION: To approve the Advance CTE and The Center to Advance CTE FY 16: July 1, 2015 through January 31, 2016 financial statements as presented.  
Hodges; Ruhland.  
MOTION ADOPTED.**

**Meeting adjourned 4:34 p.m.**

## **Lost Inventory Update**

*Report submitted by Karen Hornberger, Finance and Office Manager*

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### **Lost Inventory:**

Resolution for the lost Career Clusters inventory has been fully achieved. The staff was able to put an agreement in place with Vivayic to do a Strategic Analysis of the Common Career Technical Core (CCTC). This analysis gathered information from our members their current implementation of and preferred strategic next steps with CCTC. The report was presented to the Board in February 2016.

The value of reprinting the lost inventory and the proposed cost of the total project was \$23,365 which is now reflected in our financials as a \$16,132.74 reduction to inventory and an in-kind expense for the balance of the services performed or \$7,232.26.

In April 2015, the Board of Directors approved the organization’s first-ever State Policy Strategy. This strategy articulated five objectives and four major strategies that would be undertaken to meet those objectives, specifically:

**Objectives:**

To help states advance high-quality CTE, Advance CTE/The Center to Advance CTE will:

1. Keep Advance CTE membership up to date of major state policy activity relating to CTE
2. Elevate Advance CTE/The Center to Advance CTE’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 Advance CTE 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, Advance CTE/The Center to Advance CTE 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 Advance CTE/The Center to Advance CTE’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 Advance CTE/The Center to Advance CTE communication strategy to ensure resources are reaching key audiences

In the past year, staff have made significant progress on this Board-approved Strategy, with major accomplishments described below. However, it is worth noting that a number of planned activities and resources were either put on hold or redirected given the opportunity that emerged around the New Skills for Youth grant.

State policy and leadership remains a high priority for Advance CTE as well as its membership. The most recent membership survey revealed that it is the third highest priority for both State CTE Directors and associate members.

Over the past year, staff have actively pursued multiple components of the strategy.

1. Advance CTE developed a wide array of resources to support state CTE policy including:
  - Regular [state policy updates](#) on the Learning that Works blog and other Advance CTE communications
  - Our third annual “[Year in Review](#)” publication and related [webinar](#) on state legislative and regulatory activity, produced in partnership with ACTE. The members-only [State Policy Tracker tool](#) was also released as a companion to the annual Year in Review publication
  - The launch of “Connecting the Classroom to Careers” series, specifically “[Setting a Statewide Vision for Work-based Learning](#)” and “[Removing Legal Barriers Around Work-Based Learning](#)”
  - Policy briefs including “[Endorsements, Electives & More: CTE & State Graduation Requirements](#)” and “[Building a Strong Relationship Between Competency-based Pathways and Career and Technical Education](#)”
    - In our most recent member survey, 89% of state directors and 79% of associate members found Advance CTE’s state policy reports and briefs “valuable” or “very valuable”
  - Updated [state snapshots](#) and [profile pages](#) on careertech.org
    - In our most recent member survey, 53% of state directors and 67% of associate members found the state profile pages “valuable” or “very valuable.” 63% of state directors and 70% of associate members found the state fact sheets “valuable” or “very valuable.”
  - An update on the May 2014 “Making Career Readiness Count” report, written in partnership with Achieve
2. Advance CTE has built, maintained and strengthened partnerships with most of the key state-facing organizations, including CCSSO, NGA, NASBE, NSCL and ACTE to draw stronger connections between CTE and other major education reform efforts.
3. Advance CTE has been working to expand of state policy resources and tools, mainly through:
  - Through the Career Cluster Leadership Pilot, staff engaged with leaders from six states around a range of issues. The most important deliverable to emerge from that work has been the Connecting the Classroom to Careers series on work-based learning.
  - Advance CTE commissioned Vivayic to complete a state-by-state analysis around the use and impact of the Common Career Technical Core and Career Clusters, which will impact activities under the 2016-18 strategic plan.

4. Advance CTE has efforts underway to streamline the dissemination of state policy resources and tools, mainly through:
  - The Learning that Works Resource Center (in development with launch date of late June 2016; part of the work with the *New Skills for Youth* initiative)
  - Coordinated release strategies for all major publications and resources

Looking ahead, staff will develop a new State Policy and Implementation strategy aligned to the new Board-approved strategic plan, the Shared Vision for CTE and our commitments in the *New Skills for Youth* initiative.

During the three-year period of the *New Skills for Youth* initiative, staff will support state progress by providing technical assistance and creating and maintaining the Learning that Works Resource Center, an online portal of best practices, tools and policies. Advance CTE will monitor progress of the states as they implement reforms, and will publish case studies that highlight promising practices, lessons learned, and outcomes of the policy and programmatic changes.

The initiative also includes affinity groups for smaller groups of states to focus in on specific problems of practice in various topic areas. Staff will make the lessons and resources from this grant accessible to all Advance CTE members through the Resource Center and potentially other reports.

After the release of the Shared Vision for CTE, staff will develop a research agenda and policy framework aligned with the Vision's core principles and actions. A focal point of the new State Policy and Implementation Strategy will be connecting all of these activities together to provide the maximum benefit to membership and the CTE field at large.

The Learning that Works Resource Center will be launched in June 2016. As staff continue to develop this scope of work, key questions are emerging that would benefit from Board feedback.

**Board action required:** Discussion is required.

#### **FOR DISCUSSION:**

##### Learning that Works Resource Center

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?**

## 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.

Advance CTE/The Center to Advance CTE 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, Advance CTE/The Center to Advance CTE 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 Advance CTE and The Center to Advance CTE. 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 Advance CTE and The Center to Advance CTE may wish to pursue them in the future.

#### **Objectives:**

To help states advance high-quality CTE, Advance CTE/The Center to Advance CTE will:

1. Keep Advance CTE membership up to date of major state policy activity relating to CTE
2. Elevate Advance CTE/The Center to Advance CTE'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 Advance CTE members and other state policymakers on effective and positive CTE/career readiness-focused policies

6. 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, Advance CTE/The Center to Advance CTE 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 Advance CTE/The Center to Advance CTE'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<sup>®</sup> Leadership Pilot
4. Craft and execute a dissemination strategy aligned to the Advance CTE/The Center to Advance CTE 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

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### **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<sup>1</sup>

This database currently exists as a downloadable resource for Advance CTE members at [careertech.org](http://careertech.org), and contains the more than 150 state policies enacted in 2014, as featured in the Advance CTE/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.

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<sup>1</sup> 2.2.5 - Develop a new section of the website focused on state CTE policy, that includes a state policy database. (Advance CTE/The Center to Advance CTE)

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.

#### Advance CTE Blog<sup>2</sup>

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

#### State Profiles<sup>3</sup>

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 Advance CTE's Excellence in Action award are also added to the "Success Stories" section.

#### State Fact Sheets

Advance CTE'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<sup>4</sup>

On-demand and live webinars may be used to promote new Advance CTE resources as well as provide important foundational information to the CTE community and interested stakeholders. In concert with Advance CTE'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:

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<sup>2</sup> 3.1.4 - Deliver timely information/resources to Advance CTE's members and relevant stakeholders (including the blog, social media resources, etc.). (Advance CTE/The Center to Advance CTE)

<sup>3</sup> 2.3.3 - Develop and maintain state profiles/fact sheets that explain and promote CTE in each state. (Advance CTE/The Center to Advance CTE)

<sup>4</sup> 3.1.1 - Conduct periodic webinars on relevant topics for Advance CTE members. (Advance CTE)

- Google Analytics to track web traffic on the blog as well as other relevant state policy-related pages on careertech.org. Advance CTE 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)

### Publications<sup>5</sup>

(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 The Center to Advance CTE. As the The Center to Advance CTE 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 Advance CTE'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 Advance CTE'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

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<sup>5</sup> 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. (Advance CTE/The Center to Advance CTE)

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 Advance CTE/The Center to Advance CTE to fulfill their role as thought leaders within the 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 Advance CTE/The Center to Advance CTE’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 Advance CTE 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 Advance CTE/The Center to Advance CTE’s state CTE policy efforts through collaborative deliverables<sup>6</sup>**

(Both planned and potential activities)

#### Council of Chief State School Officers (CCSSO)

With the Chiefs’ public commitment to career readiness, Advance CTE 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,” Advance CTE Executive Director Kimberly Green has been invited to make formal presentations at national convenings and Congressional briefings. Advance CTE 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-convenor, which will provide

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<sup>6</sup> 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. (Advance CTE/The Center to Advance CTE)

an excellent opportunity to further position CTE and Advance CTE/The Center to Advance CTE 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 Advance CTE and invited our staff to speak at its national conference. It also actively promotes Advance CTE publications and webinars through its various networks.

#### ACTE<sup>7</sup>

As part of Advance CTE/The Center to Advance CTE and ACTE's joint commitment to collaborate on key initiatives and advocacy efforts, Advance CTE 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<sup>8,9</sup>

Consistent with its strategic plan, Advance CTE/The Center to Advance CTE 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.

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<sup>7</sup> 1.6 - Collaborate and coordinate with ACTE on key initiatives and advocacy efforts in support expanded access to and quality of CTE. (Advance CTE/The Center to Advance CTE)

<sup>8</sup> 1.2.3 - Engage and support the National Governors Association "America Works" campaign, ensuring positive positioning for CTE. (The Center to Advance CTE)

<sup>9</sup> 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. (The Center to Advance CTE)

**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<sup>10,11</sup>

Thanks to the work done for the 2013 “State of Career Technical Education: An Analysis of State CTE Standards,” The Center to Advance CTE 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, The Center to Advance CTE 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<sup>12</sup>

The deliverables being developed by the ongoing Career Clusters Leadership Pilot offer a natural opportunity for The Center to Advance CTE 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 Advance CTE/The Center to Advance CTE.

State implementation of federal policy<sup>13,14</sup>

With the coming reauthorization of Perkins, Advance CTE 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<sup>15</sup>

With growing new and existing partnerships with state-policy focused organizations, there is the potential for The Center to Advance CTE to play a role in connecting states to broader education

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<sup>10</sup> 2.2.6 - Create resources to support state adoption and implementation of the CCTC/Career Clusters. (The Center to Advance CTE)

<sup>11</sup> 2.2.7 - Conduct an initiative to put in place appropriate measurements of the CCTC. (The Center to Advance CTE)

<sup>12</sup> 1.3.4 - Conduct Career Clusters governance pilot (The Center to Advance CTE)

<sup>13</sup> 1.1.3 - Convene CCSSO, NGA and NASBE to develop a common policy platform to for the state role in Perkins. (Advance CTE)

<sup>14</sup> 2.2.2 - Develop and host resources and workshops related to Perkins implementation following reauthorization. (Advance CTE)

<sup>15</sup> 2.2.8 - Create resources and supports for states to connect CTE with broader reform efforts (CCSS, NGSS, STEM, competency-based). (The Center to Advance CTE)

reform efforts such as the Common Core State Standards and Next Generation Science Standards, as well as STEM-related and competency-based education work. The Center to Advance CTE 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 Advance CTE/The Center to Advance CTE plans to undertake specific activities.

**4. Craft and execute a dissemination strategy aligned to the Advance CTE/The Center to Advance CTE 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 Advance CTE/The Center to Advance CTE 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.

## Partnerships Update

*Report submitted by Kate Kreamer, Deputy Executive Director  
and Kimberly Green, Executive Director*

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Advance CTE 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 55 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 most critical partners.

### Major Resources

- Since September 2016, Advance CTE has:
  - Released three papers in partnership with organizations (ACTE, Asia Society/Longview Foundation and Achieve)
  - Co-hosted webinars with six different partner organizations
  - Presented at over twenty events of partner organizations, in person and/or virtually

### 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 engaged 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). We have unquestionably built stronger relationships with the majority of these organizations as a result of this Summit – largely to the benefit of our overall State Policy Strategy.
  - We have built an incredibly strong relationship with CCSSO as the project co-leads for New Skills for Youth Initiative
  - We have presented to NGA’s Policy Academy on Work-Based Learning and Competency-Based Education (twice).
  - We have presented at Council of State Governments and National Council of State Legislatures multiple times in the past year
  - We have partnered with National Skills Coalition on a number of efforts, largely focused around WIOA implementation
  - We have presented to NASBE and are working to map out future opportunities for collaboration.
- **Shared Vision for the Future of CTE**: Continuing on the success of the Summit, all of the co-conveners except for the Council of State Governments (the organization underwent a staffing change resulting in no education-focused leadership) have been involved in the development and release of Putting Learner Success First: A Shared Vision for the Future of

CTE. Advance CTE will work with the partner organizations to release a suite of resources and materials for our diverse memberships and communities.

- 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.

**New partnerships/initiatives of interest:** Below are a variety of new initiatives or emerging partnerships of interest:

- We have an emerging partnership with the **Aspen Institute**'s leadership program, having been invited to serve on the selection committee for the Aspen Institute Community College Excellence program.
- Staff are advisors to OCTAE in planning the **OCED Summit on Work-Based Learning** (scheduled for this summer).
- Staff serves on the OCTAE-funded Technical Working Group **on equity in CTE**.
- Staff was selected to serve on WorkCred's (an affiliate of ANSI) **Credentialing Advisory Committee**.
- Staff also serve on a certifications subcommittee, an offshoot of the Lumina Credentials Summit.
- Staff have been tapped to serve on a U.S. Department of Labor panel focused on apprenticeship and Career Technical Education

<b>FULL LIST OF PARTNERS</b>	
Achieve	National Alliance for Partnerships in Equity
ACT	National Association of Secondary School Principals
Alliance for Excellent Education	National Association of State Boards of Education
American Association of Community Colleges	National Association of Workforce Boards
American Federation of Teachers	National Career Academy Coalition
America's Promise Alliance	National Career Development Association
ANSI/WorkCred	National Conference of State Legislatures
Appalachian Regional Comprehensive Center	National Council on Agriculture Education/National FFA
Asia Society /Longview Foundation	National Education Association
Association for Career and Technical Education	National Skills Coalition
Boeing	National Technical Honor Society
Campaign to Invest in America's Workforce	NCC-CTSO
Center for Great Teachers & Leaders (AIR)	National Council of State Directors of Community Colleges

Center for Law and Social Policy	New America Foundation
College & Career Readiness & Success Center (AIR)	National Governors Association
Committee for Education Funding	Opportunity America
CORD	Perkins Coalition (education)
Council of Chief State School Officers	Perkins Coalition (employers)
Education Commission of States	RTI/NCiCTE
Education Trust	Southern Regional Education Board
Ford Motor Fund Company	Transportation Learning Center
Hope Street Group	U.S. Chamber/US Chamber Foundation
IBM	U.S. Department of Labor
Industry Workforce Needs Council	U.S. Department of Transportation
International Baccalaureate	U.S. Department of Education (OCTAE)
Jobs for the Future	Workforce Data Quality Campaign
MSSC	

**The Center to Advance CTE Financial Report**  
*Report prepared by Karen Hornberger, Finance and Office Manager*

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This report provides summary financial information for the period of July 1, 2015 through March 31, 2016 or 75% of the fiscal year.

**INCOME:**

To cover its expenses, NCTEF has withdrawn \$49,402.63 out of the budgeted \$137,009.79 in reserves. At fiscal year end, we anticipate the reserve withdrawal to be under budget due to the success of our fundraising efforts. The FORD NGL Grant was received in the amount of \$9000; some of this income will be carried forward as a temporarily restricted asset as the grant work spans two fiscal years. Year-end accounting adjustments will correct for this. Revenue shares on workshops are lagging, as are product sales.

**EXPENSES/LIABILITIES:**

To date, we have spent 25% of budgeted expenses. Staff salaries/benefits, which reflect six months' worth of time, are over budget due to additional time spent securing the JPMC grant. These costs will be recouped with the grant. The only item significantly over budget is art/printing, which has been shared with the Board and Finance Committee. This was a result of reprinting of the 16 Career Cluster brochures and Pocket Guide.

**ASSETS:**

The balance sheet reflects a mid-year reconciliation of inventory, to finally reduce inventory by the value of the products lost by Vivayic, to add in the new inventory reprinted in November 2015 and to reflect sales.

As of March 31, 2016, the Foundation had total assets at \$242,650.52 and total equity at \$244,890.62. This represents a 28.22% decrease in assets and a 27.55% decrease in equity compared to February 28, 2015. The decrease in inventory had the largest impact on total assets.

**INVESTMENTS:**

The reports have been prepared by Mark Friese, advisor from Merrill Lynch and reflect investments aligned to the Board-approved investment policy statement. At this time, no modifications are requested for the investment portfolio. The equity portion of the portfolio is exceeding last year's cumulative performance (7.70% compared to 1.91%). The overall portfolio is also doing well, at 5.79% compared to 1.93% last year.

Note: Please see the separate report on the consent agenda regarding the resolution of the lost Career Clusters inventory. The adjusting entries have been made to the financial statements, which reduce inventory value and increase in kind as an offset. The budget does not reflect these changes, as the budget is a cash budget. The balance sheet does reflect the inventory reduction.

**Approved FY16 The Center to Advance CTE Budget**

	<b>Approved</b>	<b>Actuals as of</b>	<b>Actual to budget</b>	<b>Explanatory Notes</b>
<b>Income</b>	<b>FY16</b>	<b>March 31, 2016</b>	<b>75% of the fiscal year</b>	
NOCTI	\$2,000.00	\$428.10	21%	Includes first and second quarter revenue share.
Product Sales	\$45,000.00	\$11,436.99	25%	Sales from ACTE product store totaled \$410.96 and did not meet expectations. Current marketing push on products has increased sales in March and April but it is unlikely that we will reach our budgeted goal. Sales as of May 6 are \$13,633.11.
Interest/Dividend	\$4,120.00	\$4,403.78	107%	than expected as we have more funds remaining in investments, therefore that balance is earning more than expected.
Workshop Revenue	\$13,650.00	\$8,219.63	60%	Revenue share from NCPN and ACTE workshops. To date, no states have purchased workshops.
Reserve withdrawal to balance budget	\$137,009.79	\$49,402.63	36%	
VISION Reimbursement	\$25,000.00	\$25,000.00	100%	Full Reimbursement Received
Other Income	\$7,500.00	\$0.00	0%	FY16 estimates reflect the balance of a remaining contract on NGSS, which will be carried forward into the new fiscal year.
FORD Grant (new)	\$9,000.00	\$9,000.00	100%	Received grant payment in November 2015 as a prepayment. Work has begun but will not be completed until 2016. \$1500 of this amount will be moved to deferred income and held for work in next fiscal year as the completion of the project is scheduled for mid-late 2016.
IDIQ Grant (new)	\$70,654.71	\$49,050.61	69%	Expected income FY16: \$70,654.71; FY17 \$55,764.49- Invoicing will begin in early January.
JPMC Grant (new)	\$263,423.00		0%	Contract is in final stage of negotiation. Upon signing, we will receive this disbursement as a lump sum payment.

Reimbursement from Advance CTE	\$63,105.00	\$0.00	0%	This includes three projects The Center is supposed to reimburse Advance CTE for - the Excellence in Action awards (\$19,705) and CTE campaign/communications work (\$5,000). CCTC- CCSS Alignment Study (\$38,400). Likely only to have partial reimbursement, as there were only 11 award winners (budget was for 16) and Board chose not to proceed with the alignment study based on the Vivayic study.
<b>Total</b>	<b>\$640,462.50</b>	<b>\$156,941.74</b>	<b>25%</b>	
<b>Expenses - Specific Projects</b>				
VISION expenses	\$ 12,825.00	\$4,319.52	34%	Travel, Rooms and Shipping Cost - below target
Workshop expenses	\$2,856.00	\$0.00	0%	Workshop expenses for Vision were reimbursed by ACTE before revenue share
Shipping fees and expenses- product sales	\$3,150.00	\$970.22	31%	Shipping fees include boxes and shipping material - shipping slightly over budget due to lagging sales for ACTE
Credit card fees - product sales	\$450.00	\$212.21	47%	Fees slightly higher than anticipated based on increased credit card purchases and fluctuant fees based on monthly charge minimums.
Art, printing, copying	\$6,000.00	\$10,880.19	181%	((\$10,666.86). This was higher than budgeted but was an informed decision, as it was more cost effective to purchase larger quantities to produce better margins. Balance of costs are related to product development.
Direct staff and benefits	\$144,884.54	\$86,793.48	60%	FY16 payment from Foundation was made in January to reflect staff time and effort from July - December 2015; January - June 30, 2016 will be reflected at fiscal year-end. At the 1/2 mark in the FY we had expended 60% of budget, largely due to development efforts to secure JPMC grant.
Board expenses	\$4,825.00	\$1,649.40	34%	Includes telephone and printing copying - Board travel to retreat will be reflected in next quarter reports.

CCTC	\$38,400.00	\$0.00	0%	Project was on hold until Vivayic study was completed. Board has decided not to pursue this project, so the funds will not be expended.
Fundraising and grant development	\$11,000.00	\$1,210.94	11%	Includes telephone and travel expenses
The Center to Advance CTE Rebranding	\$6,000.00	\$4,290.05	72%	Expenses through March 31 including legal fees for rebranding and Fratelli (communication consultants)
Excellence in Action Awards	\$19,705.00	\$44.33	0%	FY16-Note that the majority of the expenses will not show until the end of the fiscal year, as the ceremony coincides with the spring meeting (May 23 - 25, 2016). Also, this will be under budget as we had only 11 winners and the budget is for a winner for each Career Cluster (16).
FORD Grant expenses	\$9,000.00	\$2,229.28	25%	Travel expenses as of March 31, 2016. Salary reconciliation will be made at fiscal year end.
IDIQ Grant expenses	\$70,654.71	\$1,802.45	3%	FY16-Estimated projected expenses approximately \$7435. This is a new addition to the budget and not part of the previously approved budget.
JPMC Expenses	\$263,423.00	\$14,295.77	5%	Shows direct expenses including equipment through March 31.
CTE Campaign	\$5,000.00	\$61.41	1%	FY16 for projected work the Communications Committee may generate and will be reimbursed by NASDCTEc at fiscal year end. Not likely to expend these funds as campaign work is on hold pending completion of vision.
<b>Subtotal for Specific Projects</b>	<b>\$ 598,173.25</b>	<b>\$128,759.25</b>	<b>22%</b>	
<b>General CC/Administrative Expenses</b>				
Rent	\$20,530.05	\$15,007.47	73%	Includes rent through March 31 - on target
Travel	\$350.00	\$55.51	16%	
Communications	\$3,678.65	\$2,069.66	56%	This includes phone, conference and internet access charges and pre-payment of \$1,170 in website updates through March 31. Pre payment reduced hourly rate. Hours will be draw down upon use.
Postage	\$100.00	\$20.50	21%	Postage - on target
Supplies	\$275.00	\$0.00	0%	

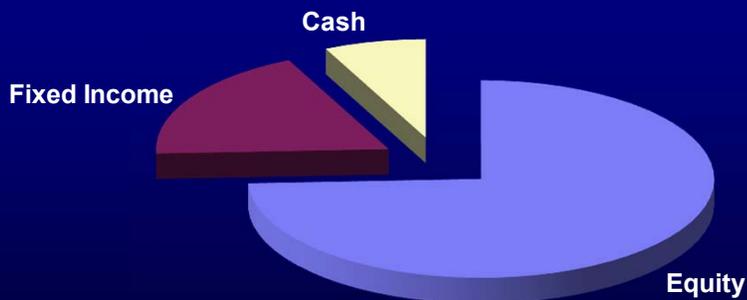
Equipment	\$410.00	\$289.79	71%	Copier lease - July to March 31, also includes Foundation portion of annual networking agreement. On target.
Printing and Copying	\$250.00	\$45.06	18%	
Legal	\$2,028.00	\$0.00	0%	
Licenses/Fees	\$468.00	\$240.00	51%	Corporation Service Representation fee
Insurance	\$784.05	\$784.05	100%	This covers the annual contribution for the umbrella business policy and directors/officers liability insurance.
Accounting and banking	\$11,315.50	\$7,572.10	67%	On target - fees through March 31, 2016
Banking fees - investments	\$2,100.00	\$2,098.35	100%	Banking fees through March 31 - these are higher than expected as we have not dawn down our investments as expected and they are inline with our interest earned
<b>Total G &amp; A expenses</b>	\$42,289.25	\$28,182.49	67%	
<b>Total project expenses</b>	\$598,173.25	\$128,759.25	22%	
<b>TOTAL EXPENSES</b>	\$640,462.50	\$156,941.74	25%	
<b>INCOME LESS EXPENSES</b>	\$0.00	\$0.00		

**The Center to Advance CTE**  
**Balance Sheet**  
As of March 31, 2016

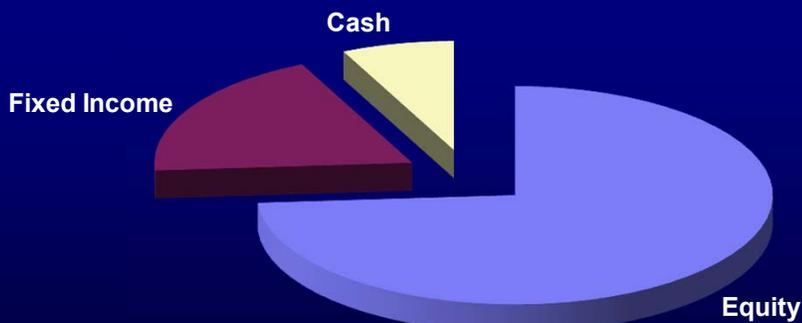
	<b>Total</b>
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Bank Accounts</b>	
1010 Cash - Bank of America	63,180.16
1017 Cash - Merrill Lynch	14,908.81
<b>Total Bank Accounts</b>	<b>\$ 78,088.97</b>
<b>Accounts Receivable</b>	
1200 Accounts Receivable	5,772.29
<b>Total Accounts Receivable</b>	<b>\$ 5,772.29</b>
<b>Other current assets</b>	
1050 Mutual Funds	146,607.63
1300 Due from Association	0.00
1350 Prepaid expense	44.25
<b>Total Other current assets</b>	<b>\$ 146,651.88</b>
<b>Total Current Assets</b>	<b>\$ 230,513.14</b>
<b>Fixed Assets</b>	
1100 Furniture	9,053.99
1101 Accumulated Depreciation-Furniture	-8,715.57
1120 Equipment	44,487.27
1121 Accumulated Depreciation-Equipment	-42,477.11
<b>Total Fixed Assets</b>	<b>\$ 2,348.58</b>
<b>Other Assets</b>	
1400 Inventory	9,788.80
<b>Total Other Assets</b>	<b>\$ 9,788.80</b>
<b>TOTAL ASSETS</b>	<b>\$ 242,650.52</b>
<b>LIABILITIES AND EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
<b>Accounts Payable</b>	
2000 *Accounts Payable	-1,695.31
<b>Total Accounts Payable</b>	<b>-\$ 1,695.31</b>
<b>Other Current Liabilities</b>	
2006 Due to Association	29.81
<b>Total Other Current Liabilities</b>	<b>\$ 29.81</b>
<b>Total Current Liabilities</b>	<b>-\$ 1,665.50</b>
<b>Total Liabilities</b>	<b>-\$ 1,665.50</b>
<b>Equity</b>	
3900 Net Assets	306,999.37
Net Income	-62,108.75
<b>Total Equity</b>	<b>\$ 244,890.62</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$ 243,225.12</b>

The Center to Advance CTE  
 Current Asset Allocation  
 Foundation Account 749-04G96  
 Period: July 1, 2015-March 31, 2016

<b>Current Portfolio</b>	Asset Allocation Type: Per Investment Policy Statement	
	Equity	74% \$ 150,815
	Fixed Income	19% \$ 37,819
	Cash	7% \$ 14,387
	Sub-Total	100% \$ 203,021
	Cash Reserves	\$ -
	Total Portfolio Value	\$ 203,021



<b>Proposed Portfolio</b>	Asset Allocation Type: Per Investment Policy Statement	
	Equity	74% \$150,815
	Fixed Income	19% \$37,819
	Cash	7% \$14,387
	Sub-total	\$205,009
	Cash Reserves	\$0
	Portfolio Value	100% \$203,021



# Relative Performance - Equity: Yearly

Performance period: 07/01/2015 to 03/31/2016

Period	Actual ROR(%)		Dow Jones Industrial Average Price Return(%)		MSCI World Index(%)		S&P 500 Price Return(%)	
	Year	Cum	Year	Cum	Year	Cum	Year	Cum
<b>2016</b>	<b>5.69</b>	<b>7.70</b>	<b>1.49</b>	<b>0.37</b>	<b>(0.88)</b>	<b>(5.04)</b>	<b>0.77</b>	<b>(0.16)</b>
US Equity	5.69	7.70						
<b>2015</b>	<b>1.91</b>	<b>1.91</b>	<b>(1.10)</b>	<b>(1.10)</b>	<b>(4.20)</b>	<b>(4.20)</b>	<b>(0.93)</b>	<b>(0.93)</b>
US Equity	1.91	1.91						

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.

# Time Weighted Rate of Return by Period: Yearly



Performance period: 07/01/2015 to 03/31/2016

Period	Opening Balance(\$)	Contributions/ (Withdrawals)(\$)	Interest/ Dividends(\$)	Appreciation/ (Depreciation)(\$)	Closing Balance(\$)	ROR Period(%)	ROR Cum(%)
2016	206,744	(50,000)	900	3,872	161,516	3.79	5.79
2015	205,010	0	3,613	(1,878)	206,744	1.93	1.93
<b>Total</b>	<b>205,010</b>	<b>(50,000)</b>	<b>4,513</b>	<b>1,994</b>	<b>161,516</b>		<b>5.79</b>

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

## The Center to Advance CTE

Account 749-04G96

Security Name	Quantity	Cost Basis	Date Purchased	Date Sold/Mat	Sale Price	Market Value	Gain or (loss)	Realized Gain/Loss	Yield
<b>Foundation-E.T.F's (749-04G96)</b>									
<i>Ishares 1-3 Year Credit Bond ETF (CSJ)</i>	3	\$ 316	5/6/2014	2/1/2016	\$ 314	\$ -	\$ -	\$ (3)	n/a
<i>Ishares Barclays Intermediate (CIU)</i>	30	\$ 3,288	05/06/14			\$ 3,291	\$ 3		n/a
<i>Ishares Barclays 3-7 Year (IEI)</i>	40	\$ 4,845	05/06/14			\$ 5,038	\$ 193		n/a
<i>Ishares DJ US Consumer (IYK)</i>	58	\$ 2,476	04/03/09			\$ 6,526	\$ 4,050		n/a
<i>Ishares DJ US Consumer (IYK)</i>	32	\$ 1,366	04/03/09	02/01/16	\$ 3,408	\$ -	\$ -	\$ 2,041	n/a
<i>Ishares DJ US Consumer (IYK)</i>	15	\$ 1,510	08/24/15			\$ 1,688	\$ 178		n/a
<i>Ishares Dow Jones US Energy (IYE)</i>	36	\$ 1,362	07/10/12	08/13/15	\$ 1,405	\$ -	\$ -	\$ 43	n
<i>Ishares Tr Dow Jones US Tech (IYW)</i>	106	\$ 7,452	07/10/12			\$ 11,501	\$ 4,049		n/a
<i>Ishares Tr Dow Jones US Tech (IYW)</i>	34	\$ 2,390	07/10/12	02/01/16	\$ 3,446	\$ -	\$ -	\$ 1,055	n/a
<i>Ishares Tr Dow Jones US Tech (IYW)</i>	16	\$ 1,748	07/10/12	08/24/15	\$ 1,539	\$ -	\$ -	\$ (209)	n/a
<i>Ishares TR Dow Jones Select Divid (DVY)</i>	51	\$ 2,557	08/03/11	02/01/16	\$ 3,814	\$ -	\$ -	\$ 1,257	n/a
<i>Ishares TR Dow Jones Select Divid (DVY)</i>	19	\$ 1,052	06/07/12			\$ 1,552	\$ 500		n/a
<i>Ishares TR Dow Jones Select Divid (DVY)</i>	89	\$ 4,929	06/07/12	02/01/16	\$ 6,655	\$ -	\$ -	\$ 1,727	n/a
<i>Ishares TR Dow Jones Select Divid (DVY)</i>	315	\$ 17,728	07/10/12			\$ 25,726	\$ 7,998		n/a
<i>Ishares TR Dow Jones Select Divid (DVY)</i>	68	\$ 4,810	02/14/14			\$ 5,554	\$ 744		n/a
<i>Prudential Jennison Health Sciences (PHSZX)</i>	31.56	\$ 1,027	07/10/12	02/01/16	\$ 1,235	\$ -	\$ -	\$ 208	n/a
<i>S&amp;P US Pfd Stk Index (PFF)</i>	364	\$ 14,236	07/10/12			\$ 14,207	\$ (29)		n/a
<i>S&amp;P US Pfd Stk Index (PFF)</i>	137	\$ 5,358	07/10/12	02/01/16	\$ 5,259	\$ -	\$ -	\$ (99)	n/a
<i>Vanguard Consumer Discretionary (VCR)</i>	68	\$ 4,410	04/26/11			\$ 8,436	\$ 4,026		n/a
<i>Vanguard Consumer Discretionary (VCR)</i>	30	\$ 1,946	04/16/11	02/01/16	\$ 3,487	\$ -	\$ -	\$ 1,541	n/a
<i>Vanguard Consumer Discretionary (VCR)</i>	11	\$ 713	04/26/11	08/24/15	\$ 1,307	\$ -	\$ -	\$ 593	n/a
<i>Vanguard Dividend Appreciation (VIG)</i>	165	\$ 9,286	06/07/12	02/01/16	\$ 12,560	\$ -	\$ -	\$ 3,274	n/a
<i>Vanguard Dividend Appreciation (VIG)</i>	310	\$ 17,533	07/10/12			\$ 25,188	\$ 7,655		n/a
<i>Vanguard Dividend Appreciation (VIG)</i>	10	\$ 566	07/10/12	02/01/16	\$ 761	\$ -	\$ -	\$ 196	n/a
<i>Vanguard Dividend Appreciation (VIG)</i>	66	\$ 4,845	02/14/14			\$ 5,363	\$ 517		n/a
<i>Vanguard Reit ETF (VNQ)</i>	79	\$ 4,967	07/10/12			\$ 6,620	\$ 1,653		n/a
<i>Vanguard Reit ETF (VNQ)</i>	34	\$ 2,138	07/10/12	02/01/16	\$ 2,639	\$ -	\$ -	\$ 501	n/a



# Sector Analysis - Summary

As of Close of Business: 04/29/2016

Sector	Total Holdings(%)		Current Holdings		Gap-Model vs. Current(%)	All Equity compared to Custom Model		
	0%	25%	Current(%)	Model(%)		ML Holdings(\$)	Model(\$)	Gap-Model vs. Holdings(\$)
<b>Equity</b>								
Health Care			8.10	14.70	6.60	140,275	380,381	240,106
Consumer Staples			13.19	10.60	(2.59)	228,214	274,289	46,075
Information Technology			11.52	20.70	9.18	199,376	535,639	336,263
Consumer Discretionary			13.88	12.90	(0.98)	240,204	333,804	93,600
Industrials			14.90	10.00	(4.90)	257,883	258,763	880
Materials			4.53	2.60	(1.93)	78,415	67,278	(11,136)
Financials			16.37	15.90	(0.47)	283,258	411,433	128,175
Telecommunication Services			1.43	3.00	1.57	24,672	77,629	52,956
Utilities			11.24	3.00	(8.24)	194,476	77,629	(116,847)
Energy			4.73	6.60	1.87	81,867	170,783	88,917
Equities Blend			0.12	0.00	(0.12)	2,155	0	(2,155)
<b>Total</b>						<b>1,730,794</b>		

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

# Sector Analysis - Summary

As of Close of Business: 04/29/2016

## Date of Composition Information Obtained for Pooled Investments

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

### Mutual Funds

Security	Security Description	Data As Of	Security	Security Description	Data As Of
PHSZX	PRUDENTIAL JENNISON	03/31/2016			

### Closed End Funds

Security	Security Description	Data As Of	Security	Security Description	Data As Of
IGR	CBRE CLARION GLOBAL	12/31/2015			

### Exchange Traded Funds

Security	Security Description	Data As Of	Security	Security Description	Data As Of
IEI	ISHARES 3-7 YEAR	No Date Reported	PEY	POWERSHARES EXCH TRADED	03/31/2016
CIU	ISHARES INTERMEDIATE	No Date Reported	VCR	VANGUARD CONSUMER	03/31/2016
IWR	ISHARES RUSSELL MIDCAP	03/31/2016	VIG	VANGUARD DIVIDEND	03/31/2016
DVY	ISHARES SELECT	03/31/2016	VYM	VANGUARD HIGH DVD YIELD	03/31/2016
IYK	ISHARES U.S. CONSUMER	03/31/2016	VIS	VANGUARD INDUSTRIAL ETF	03/31/2016
IYF	ISHARES U.S. FINANCIAL	03/31/2016	VNQ	VANGUARD REIT ETF	03/31/2016
PFF	ISHARES U.S. PREFERRED	03/31/2016	BND	VANGUARD TOTAL BOND MKT	No Date Reported
IYW	ISHARES U.S. TECHNOLOGY	03/31/2016	DTD	WISDOMTREE TOTAL DIVID	03/31/2016
WPS	ISHRS S&P DEVELOPED EX-	03/31/2016	DON	WISDOMTREE TR MIDCAP DIV	03/31/2016

# Size and Style Analysis - Summary

As of Close of Business: 04/29/2016

Size And Style	Total Holdings(%)		ML Holdings(\$)
	0%	50%	
<b>Equity</b>			
Large Cap Growth		26.84	464,607
Large Cap Value		30.09	520,877
Small/Mid Cap Growth		16.73	289,569
Small/Mid Cap Value		24.00	415,378
International Equity		1.87	32,364
Equities Blend		0.46	7,999
<b>Total Equity Assets</b>			<b>1,730,794</b>

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

# Size and Style Analysis - Summary

As of Close of Business: 04/29/2016

## Date of Composition Information Obtained for Pooled Investments

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

### Mutual Funds

Security	Security Description	Data As Of	Security	Security Description	Data As Of
PHSZX	PRUDENTIAL JENNISON	03/31/2016			

### Closed End Funds

Security	Security Description	Data As Of	Security	Security Description	Data As Of
IGR	CBRE CLARION GLOBAL	12/31/2015			

### Exchange Traded Funds

Security	Security Description	Data As Of	Security	Security Description	Data As Of
IEI	ISHARES 3-7 YEAR	03/31/2016	PEY	POWERSHARES EXCH TRADED	03/31/2016
CIU	ISHARES INTERMEDIATE	03/31/2016	VCR	VANGUARD CONSUMER	03/31/2016
IWR	ISHARES RUSSELL MIDCAP	03/31/2016	VIG	VANGUARD DIVIDEND	03/31/2016
DVY	ISHARES SELECT	03/31/2016	VYM	VANGUARD HIGH DVD YIELD	03/31/2016
IYK	ISHARES U.S. CONSUMER	03/31/2016	VIS	VANGUARD INDUSTRIAL ETF	03/31/2016
IYF	ISHARES U.S. FINANCIAL	03/31/2016	VNQ	VANGUARD REIT ETF	03/31/2016
PFF	ISHARES U.S. PREFERRED	03/31/2016	BND	VANGUARD TOTAL BOND MKT	03/31/2016
IYW	ISHARES U.S. TECHNOLOGY	03/31/2016	DTD	WISDOMTREE TOTAL DIVID	03/31/2016
WPS	ISHRS S&P DEVELOPED EX-	03/31/2016	DON	WISDOMTREE TR MIDCAP DIV	03/31/2016

**The Center to Advance CTE Board of Directors' Meeting**  
**Approved Policies Related to**  
**The Center to Advance CTE Public Board Members**  
**April 7, 2015**

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

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

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

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

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

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

- *Employer community:* A leader from an organization/association that represents business, workforce or labor interests, such as the U.S. Chamber of Commerce, the National Association of Manufacturers, the Business Roundtable, or the AFL-CIO. This position could also be filled by someone who works for a specific company (e.g. IBM, Caterpillar or PG&E). The specific role this individual has within the company, or the division in which he/she sits (e.g., Human Resources, Corporate Social Responsibility, etc.) is less important than the candidate's understanding of and commitment to education and workforce development and ability to be an active contributor. This requires a baseline of knowledge about CTE and a national perspective.
- *Philanthropic community:* These are representatives of organizations or companies that provide grants or other investments aligned to or supportive of The Center to Advance CTE's mission and theory of action.

- *High-priority partner*: This is the broadest category of all. It is intentionally undefined with the expectation that the Nominations Committee would consider the strategic goals and near-term priorities, as well as the experience and perspectives that the other two public Board members bring to the organization. It is intended to give the Nomination Committee flexibility in identifying the most critical voice needed on the Board.

**THE CENTER TO ADVANCE CTE  
BOARD OF DIRECTORS  
FY 15-16**

**Advance CTE President**

Mr. Rod Duckworth  
Chancellor  
Division of Career and Adult Education  
Florida Department of Education  
325 West Gaines Street, Suite 744  
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Email: rod.duckworth@fldoe.org

**Advance CTE Vice President**

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

**Advance CTE Secretary / Treasurer**

Dr. Pradeep Kotamraju  
Director, Career and Technical Education  
Bureau Chief  
Division of Community Colleges  
Iowa Department of Education  
400 East 14th Avenue  
Grimes State Office Building  
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**Advance CTE Past President**

Ms. Marie Barry  
Director  
Office of Career and Technical Education  
New Jersey Department of Education  
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P.O. Box 500  
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Phone: 609-633-0665  
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Email: marie.barry@doe.state.nj.us

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

Ms. Cheryl Carrier, Executive Director  
Ford Next Generation Learning  
c/o Ford Motor Company Fund  
One American Road  
Room 210-E4  
Dearborn, MI 48126  
Phone: 313-248-8028  
Email: ccarrier@fordngl.com  
**Term:** July 1, 2013 – June 30, 2016

**Public position to be determined**  
**Term:** July 1, 2015 – June 30, 2018

**The Center to Advance CTE  
Board Liaisons**

**Associate Member Liaison:**

Dr. Dennis Harden  
Coordinator, Career Education  
Missouri Department of Education  
205 Jefferson Street 5th Floor  
PO Box 480  
Jefferson City, MO 65102  
Phone: 573-751-3500  
Fax: 573-526-4261  
Email: Dennis.Harden@dese.mo.gov

**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

**Fundraising & Development Update**  
*Report submitted by Kate Kreamer, Deputy Executive Director &  
Kimberly Green, Executive Director*

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In the past six months, Advance CTE/The Center to Advance CTE has successfully raised funds to support new and existing project work, staff time and member resources. From FY2015 to FY2016, our revenues from grants and contracts shifted from just two percent of all revenue to 23 percent (projected).

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

**Current Projects/Grants:**

- *New Skills for Youth:* Advance CTE is partnering with CCSSO and the Education Strategy Group to lead the New Skills for Youth state competition, through a \$35 million investment from the JPMorgan Chase Foundation. Advance CTE's role is serving as the project co-lead with CCSSO, bringing critical content knowledge and expertise to the initiative. Specifically, we will be helping to monitor state progress, providing on-demand technical assistance at meetings, and creating resources such as learning papers on key issues, annual case studies on the states' progress, and implementation tools. Any resources we create will be used by the participating states as well as our entire membership, and the broader CTE and education reform community. Over the course of four years, Advance CTE will receive approximately \$2.3 million.
- *Potential Role of Secondary Career and Technical Education (CTE) Programs in Preparing Students for Apprenticeship Programs:* Advance CTE, in partnership with RTI International, Jobs for the Future, Vivayic and Quality Information Partners, is leading a project under contract with the U.S. Department of Education's Office of Career, Adult, and Technical Education through an indefinite delivery/indefinite quantity (ID/IQ). The goal of this project is to develop technical assistance tools and resources for state and local leaders to improve the alignment between existing CTE and apprenticeships programs and support alignment where it does not yet exist. These tools and resources will be grounded in successful practices and lessons learned from the field through site visits. Over the course of 14 months, Advance CTE will receive approximately \$124,000, largely for staff time.
- *Employer Roundtables:* In November 2015, Advance CTE received a \$9,000 grant from the Ford Motor Company Fund to conduct roundtable discussions with employer partners in up to three different Ford Next Generation Learning (NGL) communities to extract lessons learned and inform a brief paper for State CTE Directors and local CTE administrators and educators. Through this project, we aim to capture the voices and opinions of highly-invested employers and identify key messages and strategies other CTE leaders can leverage in their own states and communities. We have completed our two roundtable discussions with a group employers and industry representatives in Nashville, TN and Pinellas County, FL. The final paper will likely be released in summer 2016.

- *Wisconsin Professional Development Provider:* We partnered with CORD to respond to an RFP from Chippewa Valley Technical College (on behalf of Wisconsin’s state system) for professional development providers. Our proposal, which centered around our Career Pathways Effect workshops, was selected and we will be finding out more in the coming months.
- *Global Perspectives in CTE: Professional Development Modules:* Advance ACTE, in partnership with ACTE and the Asia Society, is part of a small grant that has been funded by the Project Management Institute. The goal is to expand the connection between global competency and CTE by building a toolkit for middle grade and early high school teachers to educate them on the need for their students to be globally competent and to lift up the global career opportunities that exist in CTE pathways. Additionally, there is a focus on building teacher capacity to integrate global competence into CTE career exploration and classroom projects. Over the course of two years, Advance CTE will receive approximately \$13,500 for its role in this project.

### **Looking Ahead**

- *Siemens Foundation:* Advance CTE has been in discussions with the Siemens Foundation over the last few months, and submitted a short prospectus on a possible project around communications and recruitment into high-quality CTE programs.
- *The Shared Vision for the Future of CTE:* We have begun to engage in discussions with potential funders with regards to the new vision, including Alcoa Foundation and the Bill & Melinda Gates Foundation. Crystal Bridgeman of the Siemens Foundation invited Advance CTE to present on the new vision to “Workforce Matters,” a group of funders interested in workforce development issues in June 2016.
- *Indefinite Delivery/Indefinite Quantity (ID/IQ):* As we were selected with RTI International, Jobs for the Future and Vivayic as one of the three groups to lead a project under the current ID/IQ, we will be eligible to bid on future projects if and when OCTAE releases them. The next round would be released in Fall 2016 at the earliest.

## **The Center to Advance CTE Vision/Mission/Theory of Action**

**VISION:** Through leadership, advocacy and partnerships, *Advance CTE/The Center to Advance CTE* 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.

**ADVANCE CTE 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.

**CENTER TO ADVANCE CTE MISSION:**  
To foster the supports, resources and perspectives necessary to ensure high-quality CTE 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. *The Center to Advance CTE* 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 supporting innovation in and building capacity for Career Technical Education.

*The Center to Advance CTE* supports and promotes a positive environment in which high-quality CTE policies, programs and practice can be developed, nurtured and sustained by:

- Amplifying the successes of and lessons learned by state CTE leaders,
- Cultivating critical partners and perspectives,
- Promoting and facilitating innovation, and
- Expanding capacity across the CTE community.