

NCTEF Board of Directors' Meeting

**AGENDA**

April 7, 2015

8 a.m. – 11 a.m.

Meeting Room: Capitol

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1. Welcome, Overview of Agenda/Annual Report  
*8 a.m. – 8:05 a.m. (5 minutes)*  
.....

John Fischer  
Past President  
*Pages 1 - 4*
  
2. Approval of March 20, 2015 Minutes  
*8:05 a.m. – 8:07 a.m. (2 minutes)*  
.....

Jo Anne Honeycutt  
Secretary/Treasurer  
*Pages 5 – 8*
  
3. NCTEF Financial Reports  
*8:07 a.m. – 8:17 a.m. (10 minutes)*  
.....

Jo Anne Honeycutt  
Secretary/Treasurer  
*Pages 9 – 20*
  
4. Strategic Priorities  
*8:17 a.m. – 8:57 a.m. (40 minutes)*
  - *Division of work between NASDCTEc/NCTEF*
  - *What has been put on hold*
  - *What needs to be added*.....

Kimberly Green  
Executive Director  
  
Kate Blosveren Kreamer  
Associate Executive Director  
  
*Pages 21 – 35*
  
5. DBA Versus New Name  
*8:57 a.m. – 9:03 a.m. (5 minutes)*  
.....

Kate Blosveren Kreamer  
Associate Executive Director  
*Page 36*
  
6. Branding Exercise  
*9:03 a.m. – 9:48 a.m. (45 minutes)*  
.....

Kate Blosveren Kreamer  
Associate Executive Director
  
7. NCTEF Public Board Member Criteria  
*9:48 a.m. – 10:20 a.m. (32 minutes)*
  - *Categories (how specific, rotation schedule)*
  - *Liaisons (formal and informal)*
  - *Balance of NASDCTEc Officers versus Public Members*.....

Kimberly Green  
Executive Director  
  
Kate Blosveren Kreamer  
Associate Executive Director  
  
*Pages 37 – 41*

- |     |   |  |
|-----|---|--|
| 8.  | Brainstorming for FY16 Public Position<br><i>10:20 a.m. – 10:30 a.m. (20 minutes)</i>       | John Fischer<br>Past President   |
| 9.  | Discussion on “vendor” partnerships<br><i>10:35 a.m. – 10:55 a.m. (20 minutes)</i><br>..... | Kate Blosveren Kreamer<br>Associate Executive Director<br><i>Page 42</i> |
| 10. | Other items to be added/next meeting<br><i>10:55 a.m. – 11 a.m. (5 minutes)</i>             | John Fischer<br>Past President   |

**Upcoming Meetings**

**NCTEF Board Conference call: June 23, 2015**  
4 p.m. - 5 p.m. ET

**2015 Fall Summit**  
Gaylord Palms Resort & Convention Center  
Kissimmee, Florida  
Meeting: October 6-8, 2015  
Board Meeting: TBD

**2016 Spring Meeting**  
Marriott Wardman Park  
Washington, DC  
Meeting: May 23 – 25, 2016  
Board Meeting: Sunday, May 22, 2016

**NCTEF BOARD OF DIRECTORS  
FY 14-15**

**NASDCTEc President**

Mr. Rod Duckworth  
Chancellor  
Division of Career and Adult Education  
Florida Department of Education  
325 West Gaines Street, Suite 744  
Tallahassee, FL 32399-0400  
Phone: 850-245-9047  
Fax: 850-245-9065  
Email: rod.duckworth@fldoe.org

**NASDCTEc Vice President**

Mr. Rod Duckworth  
Chancellor  
Division of Career and Adult Education  
Florida Department of Education  
325 West Gaines Street, Suite 744  
Tallahassee, FL 32399-0400  
Phone: 850-245-9047  
Fax: 850-245-9065  
Email: rod.duckworth@fldoe.org

**NASDCTEc Secretary / Treasurer**

Ms. Jo Anne Honeycutt  
Director, Career and Technical Education  
North Carolina Department of Public  
Instruction  
6361 Mail Service Center  
Raleigh, NC 27699-6361  
Phone: 919-807-3764  
Fax: 919-807-3899  
Email: joanne.honeycutt@dpi.nc.gov

**NASDCTEc Past President**

Mr. John Fischer  
Deputy Secretary  
Vermont Agency of Education  
219 North Main Street, Suite 402  
Barre, VT 05641  
Phone: 802-828-0488  
Fax: 802-828-3146  
Email: john.fischer@state.vt.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

Mr. William C. (Bill) Symonds  
Director, The Global Pathways Institute  
Professor of Practice  
Arizona State University  
Scottsdale, AZ 80257  
Phone: 781-910-3161  
Email: wcsymonds@gmail.com  
**Term:** July 1, 2012 – June 30, 2015

**NCTEF 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

NCTEF Board of Directors'  
Conference Call  
**MINUTES**  
March 20, 2015  
3 - 4 p.m. ET

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**Attendees:** Rod Duckworth, John Fischer, Jo Anne Honeycutt, Cheryl Carrier, Bill Symonds, Tim Hodges

**Staff:** Kimberly Green, Kate Blossveren, Karen Hornberger

**Welcome:** Duckworth welcomed the NCTEF Board to the call.

**Review and Approval of Minutes:** Honeycutt presented the minutes from the January 27, 2015 NCTEF Board Meeting.

**MOTION: To approve the January 27, 2015 NCTEF Board Minutes.  
Fischer; Symonds.  
MOTION ADOPTED.**

**Mission/Vision and Theory of Action:** Blossveren presented an updated version of the NCTEF mission and theory of action. The vision, which hasn't changed, is shared between NASDCTEc and NCTEF. The theory of action and mission/vision will drive the work for the foundation. Since it was drafted last year and the Board talked through it in January, a couple of changes have been made. The goal of today's call is to get feedback on this document and to finalize it as the new mission and theory of action for NCTEF.

Blossveren shared that she met with a communications firm and that they raised a concern that the proposed new name - Learning that Works Foundation – could be problematic. Since the CTE Learning that works for America campaign is already being used by nearly every state and is so intertwined with NASDCTEc's branding and communication, re-naming NCTEF as such could lead to brand confusion. Blossveren suggested that we pause on finalizing the name to see how we end up approaching the work and have a clear plan in place before making the final decision.

Blossveren asked if the mission statement and the theory of action makes sense, if there is any suggested feedback or questions or if the Board is ready to move forward with this document as it stands.

Honeycutt and Duckworth both support what is laid out and recommend that we move forward. Hodges stated that he is supportive of the proposal and agrees that the two organizations should have separate and distinct mission statements. Hodges asked if it made sense to hold some of the meetings together where they cross information as he found that it was a good learning experience for him to hear and learn what was being done and said at the NASDCTEc Board meetings.

Symonds supports the strands of work and stated that technical assistance should be a key area of focus for the Foundation. He asked about how the Foundation would allocate time to the different areas, and what potential revenue streams would be. Blossveren noted that the Board will dig more deeply into the areas of work and capacity at the April meeting.

Carrier agrees with the proposed direction for the Foundation.

**MOTION: To approve the Mission, Vision and Theory of Action as presented.  
Carrier; Hodges.  
MOTION ADOPTED.**

Blossveren thanked the Board and asked that they come to the meeting in April with more thoughts and ideas to discuss.

**Proposed NCTEF Board Criteria/Governance:** Green stated just as we are reframing the work of the Foundation, it also makes sense to look at the criteria for the future public leaders who will serve on the Board.

Green reviewed the proposed nominations criteria for the public positions on the NCTEF Board. The draft proposal recommends that rather than having three public member positions that can meet any of the criteria, it is recommended that each public member have a ‘category’ that reflects an influential stakeholder/community:

- One representative from the employer community
- One representative from the philanthropic community
- One representative from a high-priority partner

The proposal includes a phase in period, whereby the new criteria would apply as public Board member’s positions expire. Green shared that one of the existing criteria for public Board members is a commitment to serve and participate in the meetings. For that reason, one of the recommendations is to rescind the current travel reimbursement for public Board members. It is recommended, to encourage participation, that we retain the current policy of providing complimentary registration for public Board members to each of the two NASDCTEc Meetings. It is also recommended that a two-term limit be established.

Another area raised for consideration is a proposal for the future, which is to ensure greater stakeholder input and involvement in NCTEF. Due to the bylaws limitations of three public Board positions, it was recommended that the Board consider liaisons and/or some sort of external stakeholder advisory Board. Green stated that the bylaws require that NASDCTEc have the majority vote on the NCTEF Board; this is achieved by having four shared officers between the two organizations. This was structured to ensure coherence between the two organizations, as well as having the practical benefit of cost savings due to this shared governance (e.g. a single audit, shared insurance policies, etc.).

Hodges said given the refining and clarity of the new Mission, Vision and Theory of Action this framework makes sense. He asked whether trying to fit potential Board members into these

categories made sense, and if having these different types of representatives could hinder us in getting a good Board member who might not fit into the current category. Hodges supported having non-voting liaisons as an option so that they can sit on the meeting and provide prospective input. Hodges just wanted to make sure the categories were not too rigid and didn't hinder our ability to recruit or get strong individuals to serve.

Symonds shared that he feels that these categories are also too rigid and asked whether it was possible to have more than three public Board members on the Board while also having NASDCTEc retain a majority vote in some way. He stated that an employer representative might not be the best fit as there is much turnover in the corporate world.

Green stated that if we are going to have a seven person Board the bylaws state that the State Directors' must have a majority vote and that right now each Board member has an equal vote. Symonds indicated other Boards have been able to have a minority of the Board retain the majority vote. Green agreed to pursue this option with the attorney and accountant to see what options are available with our existing bylaws, what alternatives might be proposed and whether they would advise moving in this direction.

Green shared that the existing public member criteria are very vague and historically, the criteria have allowed the public Board positions to be held by CTE community members rather than external stakeholders. She believes the intent is for the public Board positions to be held by external stakeholders who can bring thoughtful perspectives that can push the thinking and work of NCTEF, while also helping to make connections and support development efforts.

Green asked if there is a desire to loosen up the criteria and maybe have an expanded explanation of who could serve in the proposed three categories of public Board positions. Generally, there was agreement that less specifics the better in defining the categories.

Honeycutt stated that she likes the categories and that we need to stay focused on what kinds of people that we want to recruit to meet the newly established objectives of NCTEF. She thinks the categories are tight enough to keep us focused but loose enough with the "high priority partner" category to give us wiggle room.

Carrier liked the idea of bringing in additional partners on in an advisory position or a non-voting liaison. Green stated it is common to have non-voting formal liaisons, as well as perhaps engaging public Board members to donate content 'experts' to advise the Board as needed (e.g. on marketing, branding, etc.).

Green noted that it was clear that the Board was not ready to vote on the proposed criteria today. Staff will rework the proposal based on today's input, as well as research the requested information with the attorney and accountant. An updated proposal will be shared at the April Board meeting. Because of the late date of this meeting, staff requested additional time to rework the proposals based on today's feedback and to send out Board materials one week from the April meeting rather than the standard two weeks. This means the Board book will not include a consent agenda. The Board was amenable to this recommendation.

Green and Blossveren thanked the Board for their time and noted that we look forward to seeing them in April. Symonds is unable to attend the Board meeting in person, therefore Green and Blossveren will schedule a call with him in advance of the meeting to gain feedback on the revised proposals.

Meeting adjourned at 4:03 p.m. ET



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

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This report provides summary financial information for the period of July 1, 2014 through February 28, 2015 or 67% of the fiscal year.

**INCOME:**

To cover its expenses, NCTEF has withdrawn \$37,936.97 out of the budgeted \$72,372.31 in reserves. Most other income categories trail expectations but not in a significant manner other than the workshops. Workshops have not met income expectations largely because we were unable to provide pre-session workshops at the ACTE VISION meeting in 2014. A recent marketing push hopes to remedy lagging sales and plans have been secured to offer two workshops at the VISION 2015.

**EXPENSES/LIABILITIES:**

To date, 37% of budgeted expenses have been spent. The majority of expense categories are on target. Accounting fees are over budget. This was due to an underestimation of baseline accounting costs (those that do not vary regardless of size of organization or quantity of assets) and a slight increase in the accounting firm's fees. Of note, is that the CCTC project has been put on hold by the Executive Committee, so there will be no expenses incurred for that line item this year. Also, the 2014 Institute pre-session revenue share, budgeted for \$3,000, was paid in last fiscal year so no expenses will be incurred in this fiscal year. Staff salaries, at 35% budget, reflect time allocated through December 31, 2014. Although more time will be spent on NCTEF activities in the second half of the fiscal year, due to the elimination of the CCTC project, expenses will mostly likely be below budget at year-end.

**ASSETS:**

Compared to last fiscal year, the organization's fiscal position is relatively stable. As of February 28, 2015, the Foundation had total assets at \$338,049.93 and total equity at \$338,027.93. This represents a 6% decrease in assets and an 8% decrease in equity compared to 2014.

**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 (8.13% compared to 5.83%). The overall portfolio is also doing well, at 5.14% compared to 3.54% last year.

**APPROVED NCTEF FY15 Budget**

	Approved	Actuals	Budget to	Explanatory Notes
Income	FY15	As 2/28/15	Actuals	
			67 % of fiscal year	
NOCTI	\$750.00	\$552.00	74%	Includes two quarters of revenue share.
Product Sales	\$30,000.00	\$16,297.87	54%	Lower than projected. CC products and book sales both lagging.
Interest/Dividend	\$10,000.00	\$3,982.80	40%	Lower than projected due to lower fund balance and more funds needing to be accessible/in cash to cover expenses.
Workshop Revenue	\$27,500.00	\$2,652.57	10%	ACTE was not able to offer any pressions at the 2014 VISION conference, which was assumed in the budget. Overall, workshops are lagging. Marketing push via YouTube videos hope to boost income.
CCTC- from reserves	\$38,400.00	\$0.00	0%	CCSS-CCTC project put on hold by Executive Committee. No funds to be expended this fiscal year.
Reserve withdrawal to balance budget	\$72,372.31	\$33,940.42	47%	
Other income	\$7,500.00	\$7,781.25	104%	Contract income. Received an additional contract via Achieve on competency-based education.
<b>Total</b>	<b>\$186,522.31</b>	<b>\$65,206.91</b>	<b>35%</b>	
<b>Expenses - Specific Projects</b>				
2014 Institute expenses	\$500.00	\$35.00	7%	Postage for A/R follow up.
2014 Institute pre-session revenue share	\$3,000.00	\$0.00	0%	This was paid out in last fiscal year, so there will no expenses incurred in this fiscal year.
CC Leadership Taskforce	\$3,000.00	\$1,228.81	41%	
Shipping fees - product sales	\$1,600.00	\$1,011.70	63%	Above target and not in line with income. Will need to adjust shipping schedule going forward.
Credit card fees - product sales	\$600.00	\$238.26	40%	
Art, printing and copying	\$7,500.00	\$1,360.44	18%	
Direct staff and benefits	\$89,582.06	\$30,935.89	35%	Lower than projected due to hold on CCSS-CCTC project.
Board expenses	\$5,000.00	\$2,806.06	56%	On target, with one Board meeting included in these costs.
CCTC	\$38,400.00	\$0.00	0%	CCSS-CCTC project put on hold by Executive Committee. No funds to be expended this fiscal year.
Fundraising and grant development	\$15,000.00	\$1,098.89	7%	Lower than projected as we have not hired a fundraising consultant as planned. That is on hold until the theory of action was approved.
<b>Subtotal for Specific Projects</b>	<b>\$149,182.06</b>	<b>\$38,715.05</b>	<b>26%</b>	
<b>General CC/Administrative Expenses</b>				
Rent	\$19,700.00	\$12,927.22	66%	Rent paid through February. In line with budget.
Travel	\$500.00	\$297.61	60%	
Communications	\$1,930.25	\$1,253.62	65%	
Postage	\$75.00	\$0.00	0%	
Supplies	\$275.00	\$0.00	0%	
Equipment	\$410.00	\$313.61	76%	
Printing and Copying	\$100.00	\$79.90	80%	
Legal	\$350.00	\$0.00	0%	
Licenses/Fees	\$450.00	\$458.66	102%	Fees increased over last year, accounting for slight over-budget expenses.
Insurance	\$732.00	\$713.25	97%	Annual fees.
Accounting and banking	\$8,068.00	\$8,193.75	102%	This item will be over budget. Accounting estimates were lower than fees are going to be due to necessary baseline work for the audit and 990s.
Banking fees - investments	\$4,750.00	\$2,254.24	47%	Investment fees through February. In line with actual investment returns.
<b>Total G &amp; A expenses</b>	<b>\$37,340.25</b>	<b>\$26,491.86</b>	<b>71%</b>	
<b>Total project expenses</b>	<b>\$149,182.06</b>	<b>\$38,715.05</b>	<b>26%</b>	
<b>TOTAL EXPENSES</b>	<b>\$186,522.31</b>	<b>\$65,206.91</b>	<b>35%</b>	
<b>INCOME LESS EXPENSES</b>	<b>\$0.00</b>	<b>\$0.00</b>		

# National Career Technical Education Foundation

## Balance Sheet

As of February 28, 2015

	<b>TOTAL</b>
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Bank Accounts</b>	
1010 Cash - Bank of America	27,828.01
1017 Cash - Merrill Lynch	26,512.69
<b>Total Bank Accounts</b>	<b>\$ 54,340.70</b>
<b>Accounts Receivable</b>	
1200 Accounts Receivable	9,354.87
<b>Total Accounts Receivable</b>	<b>\$ 9,354.87</b>
<b>Other current assets</b>	
1050 Mutual Funds	235,424.36
1300 Due from Association	189.75
<b>Total Other current assets</b>	<b>\$ 235,614.11</b>
<b>Total Current Assets</b>	<b>\$ 299,309.68</b>
<b>Fixed Assets</b>	
1100 Furniture	9,053.99
1101 Accumulated Depreciation-Furniture	-8,580.11
1120 Equipment	43,215.40
1121 Accumulated Depreciation-Equipment	-41,823.56
<b>Total Fixed Assets</b>	<b>\$ 1,865.72</b>
<b>Other Assets</b>	
1400 Inventory	36,874.53
<b>Total Other Assets</b>	<b>\$ 36,874.53</b>
<b>TOTAL ASSETS</b>	<b>\$ 338,049.93</b>
<b>LIABILITIES AND EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
<b>Other Current Liabilities</b>	
2006 Due to Association	22.60
<b>Total Other Current Liabilities</b>	<b>\$ 22.60</b>
<b>Total Current Liabilities</b>	<b>\$ 22.60</b>
<b>Total Liabilities</b>	<b>\$ 22.60</b>
<b>Equity</b>	
3900 Net Assets	252,970.85
3902 Temporarily Restricted Net Assets	110,000.00
Net Income	-24,943.52
<b>Total Equity</b>	<b>\$ 338,027.33</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$ 338,049.93</b>

## NASD Executive Investment Recommendation Summary

The last few years have been a very unusual investment environment for both bonds and stocks. For bonds, interest rates are currently near all time historic lows and prices are near all time highs. For stocks, the performance over the last few years has been well above long-term historical averages. At the beginning of 2015, interest rates slowly started to rise. If the U.S. economy continues to improve, there will be Federal Reserve action to further increase interest rates. It is important to note, in a rising interest rate environment bonds decline in value. For this reason both the NASD *Association* account and the NASD *Foundation* accounts are near the high range for equities per the investment policy statement. If the economy continues to improve and bonds decline in value we will reevaluate our exposure to bonds.

2014 was an exceptional year for the equity markets. The S&P 500 (general market) returned over 11%, exceeding historical averages. Interestingly, and as we expected bonds did not fare so well returning less than 1% for short-term bonds. Although the U.S. economy is showing strong indications of economic recovery the overseas market have not been as favorable. Recently however, positive improvements in Europe have started to emerge. Our current exposure to the international markets is below 1%.

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

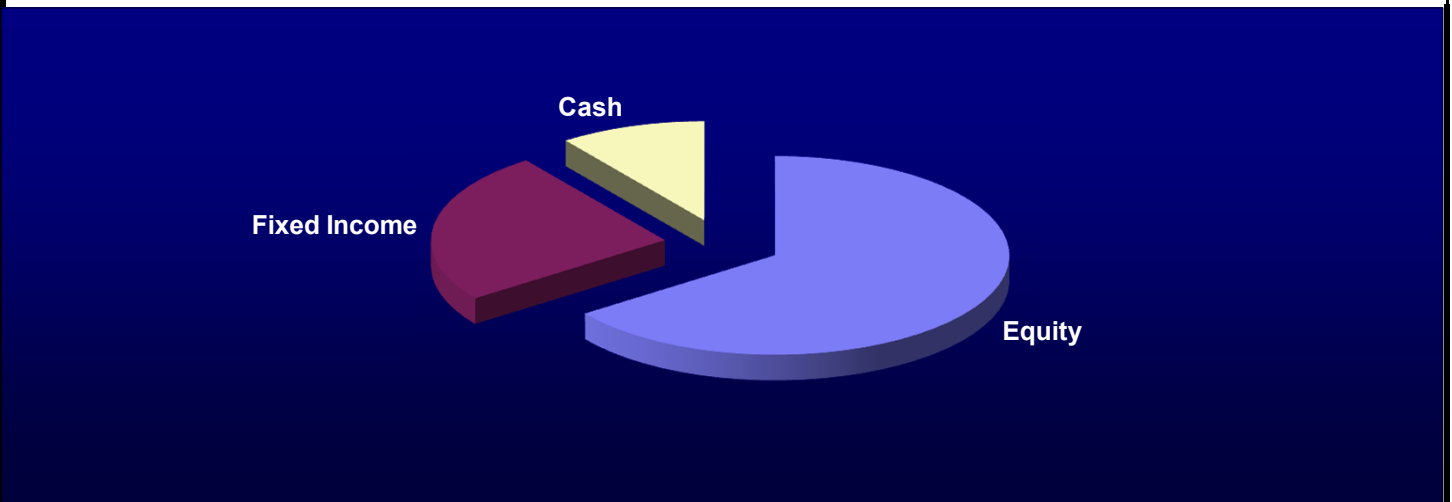
### **No changes are currently recommended.**

The above changes are intended to improve long-term performance and increase income from fixed income investments. Certain sectors of the market are recommended to be over-weighted also to improve long-term performance. These are sectors that tend to perform well during a difficult economic environment and tend to lead the market when things improve.

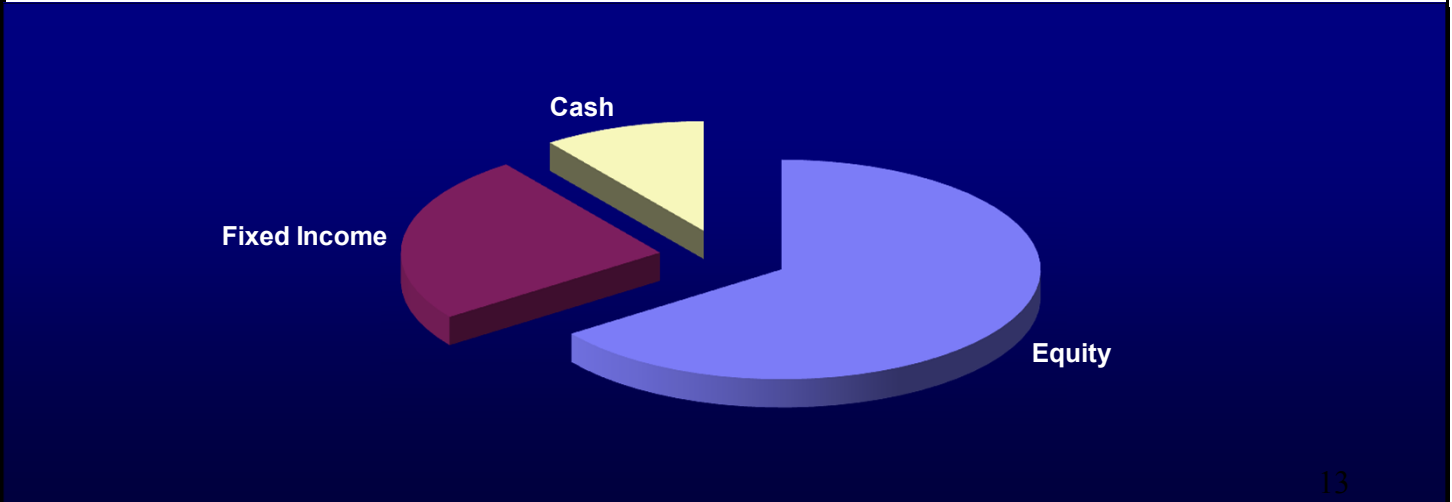
No direct costs are associated with making these changes.

National Career Technical Education Foundation  
 Current Asset Allocation  
 Foundation Account 749-04G96  
 Period: July 2014- February 2015

<b><i>Current Portfolio</i></b>	Asset Allocation Type: Per Investment Policy Statement	
	Equity	65% \$ 170,372
	Fixed Income	25% \$ 65,052
	Cash	10% \$ 26,513
	Sub-Total	100% \$ 261,937
	Cash Reserves	\$ -
	Total Portfolio Value	\$ 261,937



<b><i>Proposed Portfolio</i></b>	Asset Allocation Type: Per Investment Policy Statement	
	Equity	65% \$170,372
	Fixed Income	25% \$65,052
	Cash	10% \$26,513
	Sub-total	\$261,937
	Cash Reserves	\$0
	Portfolio Value	100% \$261,937



# Relative Performance - Equity: Yearly

Performance period: 07/01/2014 to 02/28/2015

Period	Actual ROR(%)		S&P 500 Price Return(%)	
	Year	Cum	Year	Cum
<b>2015</b>	<b>2.17</b>	<b>8.13</b>	<b>2.21</b>	<b>7.36</b>
US Equity	2.17	8.13		
<b>2014</b>	<b>5.83</b>	<b>5.83</b>	<b>5.03</b>	<b>5.03</b>
US Equity	5.83	5.83		

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

Reference Indices are included in this report as a general source of information regarding the performance of various types of investments. Allocation models and Indices should not be used to benchmark the performance of a specific account or portfolio. Your Financial Advisor can provide further information regarding the particular allocation models and Indices shown, including how the composition of an index compares to the composition of your account or portfolio.

# Time Weighted Rate of Return by Period: Yearly



Performance period: 07/01/2014 to 02/28/2015

Period	Opening Balance(\$)	Contributions/ (Withdrawals)(\$)	Interest/ Dividends(\$)	Appreciation/ (Depreciation)(\$)	Closing Balance(\$)	Total Portfolio ROR		Period(%)	Cum(%)
						Period(%)	Cum(%)		
2015	257,971	0	195	3,772	261,937	1.54	5.14		
2014	249,141	0	3,905	4,925	257,971	3.54	3.54		
<b>Total</b>	<b>249,141</b>	<b>0</b>	<b>4,099</b>	<b>8,697</b>	<b>261,937</b>		<b>5.14</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.

## Account Review Summary 07/01/2014 - 02/28/2015

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>	37	\$ 3,902	5/6/2014	-	-	3,898	\$ (4)	-	n/a
<i>Ishares Barclays Intermediate (CIU)</i>	30	\$ 3,288	05/06/14			3,320	\$ 32		n/a
<i>Ishares Barclays 3-7 Year (IEI)</i>	40	\$ 4,845	05/06/14			4,933	\$ 88		n/a
<i>Ishares DJ US Consumer (IYK)</i>	99	\$ 4,227	04/03/09			10,680	\$ 6,453		n/a
<i>Ishares Dow Jones US Energy (IYE)</i>	53	\$ 2,006	07/10/12			2,369	\$ 363		n/a
<i>Ishares Tr Dow Jones US Tech (IYW)</i>	170	\$ 11,951	07/10/12			18,491	\$ 6,540		n/a
<i>Ishares TR Dow Jones Select Divid (DVY)</i>	67	\$ 3,359	08/03/11			5,322	\$ 1,963		n/a
<i>Ishares TR Dow Jones Select Divid (DVY)</i>	69	\$ 3,569	06/08/11			5,481	\$ 1,912		n/a
<i>Ishares TR Dow Jones Select Divid (DVY)</i>	108	\$ 5,981	06/07/12			8,580	\$ 2,599		n/a
<i>Ishares TR Dow Jones Select Divid (DVY)</i>	315	\$ 17,728	07/10/12			25,024	\$ 7,296		n/a
<i>Ishares TR Dow Jones Select Divid (DVY)</i>	68	\$ 4,810	02/14/14			5,402	\$ 592		n/a
<i>Prudential Jennison Health Sciences (PHSZX)</i>	59.217	\$ 1,927	07/10/12			3,324	\$ 1,397		n/a
<i>S&amp;P US Pfd Stk Index (PFF)</i>	546	\$ 21,354	07/10/12			21,927	\$ 573		n/a
<i>Vanguard Consumer Discretionary (VCR)</i>	116	\$ 7,524	04/26/11			14,220	\$ 6,697		n/a
<i>Vanguard Dividend Appreciation (VIG)</i>	271	\$ 15,252	06/07/12			22,439	\$ 7,187		n/a
<i>Vanguard Dividend Appreciation (VIG)</i>	320	\$ 18,098	07/10/12			26,496	\$ 8,398		n/a
<i>Vanguard Dividend Appreciation (VIG)</i>	66	\$ 4,845	02/14/14			5,465	\$ 620		n/a
<i>Vanguard Reit ETF (VNQ)</i>	125	\$ 7,979	07/10/12			10,421	\$ 2,442		n/a
<i>Vanguard Total Bond MKT (BND)</i>	328	\$ 26,405	03/30/10			27,250	\$ 845		n/a
<i>Vanguard Total Bond MKT (BND)</i>	46	\$ 3,761	05/06/14			3,822	\$ 61		n/a
<i>Wisdomtree Tr Midcap Div Fund (DON)</i>	76	\$ 5,895	05/05/14			6,560	\$ 665		n/a
<b>Total</b>		\$ 178,706				<b>235,424</b>	<b>\$ 56,718</b>		



<b>Foundation-Money Market (749-04G96)</b>						\$ 26,513			
<b>749-04G96 Account Total</b>						\$ 261,937			
<i>Fees for period:</i>	2254.24								
<i>Fees based on asssets:</i>	2254.24								

NASDCTEc/NCTEF Finance and Audit Committee

**MINUTES**

**CONFERENCE CALL**

January 15, 2015

3 p.m. – 4 p.m.

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**Attendees:** Jo Anne Honeycutt, John Fischer, Tim Hodges, Bernadette Howard, Mike Mulvihill

**Staff:** Kimberly Green, Karen Hornberger, Kate Blosveren

**Guests:** Don Marshall, Kim Hoffman, Carolyn Skinner

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

**Approval of Finance Committee Minutes:** Honeycutt presented the minutes from the September 18, 2014 conference call of the Finance/Audit Committee.

**MOTION: To approve the September 18, 2014 Finance/Audit Committee minutes. Mulvihill; Howard.**  
**MOTION ADOPTED.**

**FY 13-14 Audit Report:** Hornberger introduced the auditor, Don Marshall from Dembo, Jones, Healy Pennington & Marshall, PC. Marshall was pleased to share that the audit went well again this year. There were no issues with the financial statements and the records are in very good shape. He also mentioned that the statements are combined statements covering both the Association and the Foundation due to the shared governance. Marshall explained that the accountant and the staff prepared the footnotes and the financial statements. He stated that no adjustments were needed. Marshall noted that the finances are well-managed, including having good internal controls and bookkeeping practices.

Marshall pointed out that based on the recommendation from the lawyer, it is recommended that the \$110,000 funds from Microsoft, currently sitting in a restricted asset account, be shifted to general NCTEF income next fiscal year. Marshall also mentioned that as NCTEF considers its future fundraising plans, if the organization were to receive any government grants in excess of \$750,000, more rigorous and special auditing requirements kick in due to the OMB a-133 circular.

Marshall stated that he had discussed the investments with Green/Hornberger when reviewing the draft audit with them. Green shared the recent investment policy statement change adopted by the Finance/Audit Committee and Boards which gave the investment advisor flexibility to increase the exposure for stocks/bonds. Marshall pointed out at that time and wanted to underscore with the Committee that he finds the organization to have a lot of money in stocks and bonds in relation to total assets. This is fine when the markets are up but creates a lot of exposure and potential loss if markets decline. The gains, both realized (from sales) and unrealized gains (from holding securities that have gone up in value but you haven't sold yet) can really help the bottom line of the organization and actually become part of the budgeted revenues. The problem is what will the organizations do if the markets go down? A ten percent drop in the markets would translate into a \$250,000+ loss, whether realized (sold) or just the value of holding the securities (unrealized).

Marshall stated that in FY14, there was \$248,403 of net investment income (realized and unrealized gains, interest, dividends, less investment advisory fees). Therefore, if there is a \$250,000 loss, that translates into a swing of negative \$500,000 vs. the \$248,403 gain in FY14.

Marshal feels that the organization may need cash to further fund NCTEF as it reorients itself to a new funding model. This may be one reason to cut back on stocks and bonds. The obvious downside, Marshall pointed out, is that if the markets go up, the potential growth of those investments is lost. In his opinion, we have too much exposure to market fluctuations. Marshall also wanted to note that he is not a registered advisor but has a MBA in finance and is closely tuned into the markets and what advisors are saying.

Mulvihill asked what intra-entity asset and intra-entry liability is on page six. Hornberger stated that it was the Foundation's reimbursement to the Association for staff salaries and benefits dedicated to Foundation-focused work from January 1 – June 30, 2014.

**MOTION: To recommend the NASDCTEc and NCTEF FY 13-14 audit report and financial statements to the full Boards of Directors for approval. Howard; Fischer.**

**MOTION APPROVED.**

**Review of the 990's:** Green shared with the Finance/Audit Committee that once the audit is complete the 990's (tax forms) can be completed because all of the numbers in the tax filing are drawn directly from the audited financial statements. Green specifically brought attention to page six where it describes the policies in place to protect the organization (e.g. whistleblower, records retention, conflict of interest). Carolyn Skinner, Accountant from Dixon Hughes Goodman, LLP, joined the call and shared that there were no areas of concern that she needed to highlight. She indicated that Green and Hornberger go through the 990's very carefully, read all the statements and make adjustments to the statements or ask questions where they are unsure of the language or numbers. This level of attention to detail is commendable. Hornberger asked if there were any other questions for Skinner. There were no further questions.

**MOTION: To recommend the NASDCTEc 2013 990's and NCTEF 2013 990's to the full Boards of Directors for approval. Fischer; Mulvihill.**

**MOTION APPROVED.**

**Auditors:** Hornberger stated that staff is looking to the Finance/Audit Committee for guidance on selection of an audit firm for FY15. Marshall shared that there is no legal need to change partners or switch firms. With that said, he stated most non-profits do either rotate firms or partners after five years to be proactive and be in alignment with Sarbanes-Oxley (which does not directly apply to non-profits but is used as a guide by most as a measure of good practice).

The original agreement with Dembo, Jones, Healy, Pennington & Marshall, PC was for three years. The agreement was extended to cover the audit for FY14. Staff is seeking guidance for FY15:

- Should we stay the current course and stick with the same firm, same partner?
- Stay with the same firm but change partners?
- Conduct an RFP to select a new firm?

Staff recommends a one-year extension with the current auditing firm, after doing a cost benchmarking. The NCTEF financials will be substantially simpler due to the limited activity in FY15, therefore staff believes the price should be reduced to reflect reduced effort by the auditing firm. Staff further recommends work to begin soon to conduct a RFP solicitation for FY16. Green suggested that there might be times when it is in the best interest of the organizations to consider a new firm, as sometimes firms get comfortable with clients. Starting with anew brings a fresh set of eyes to the books.

**MOTION: To recommend extending the contract with current audit firm for the FY15 audit. Staff shall benchmark the fees to ensure FY15 audit rates are fair and reasonable given the status of the NCTEF financials. Staff shall begin the RFP process for selecting a new auditing firm for FY 16-20.  
Mulvihill; Howard.  
MOTION APPROVED.**

Green stated that there are no Board-approved policies in place that guide the decision on when or if we should change auditing firms or partners. The Finance/Audit Committee agreed that the organizations should have a policy in place and asked that staff conduct research and bring forward information and a draft audit firm/partner rotation policy to the next Finance/Audit Committee call.

Meeting Adjourned: 4:01 p.m. ET

## NCTEF Vision/Mission/Theory of Action

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

**NASDCTE<sub>c</sub> MISSION:** To support visionary state leadership, cultivate best practices and speak with a collective voice on national policy to promote academic and technical excellence that ensures a career-ready workforce.

**NCTEF MISSION:** To provide the supports and develop the resources and partnerships necessary to ensure high-quality Career Technical Education is advanced throughout the country, leading to a highly skilled workforce and productive economy.

### THEORY OF ACTION

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

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

- ***Expanding capacity*** to help leaders develop strategies, policies and resources that advance CTE and career readiness within states while maintaining consistency of rigor and quality, and
- ***Building awareness and support*** for high-quality CTE by establishing a bar of excellence and promoting what’s working to the full range of existing and potential stakeholders.

## MAJOR AREAS OF WORK/KEY ACTIVITIES

The Foundation will *expand and sustain capacity* to help leaders develop strategies, policies and resources that advance CTE and career readiness within states while maintaining consistency of rigor and quality. Activities in this area of work may include:

- Technical Assistance/Convening
  - Regional summits around the new CTE vision to catalyze support and action within CTE community and with external partners/stakeholders
  - Advising on state and local CTE policy, independent of and as it relates to federal policy
  - State-focused technical assistance to support the implementation of CTE standards, programs of study cross-sector collaboration, etc.
  - Career Clusters integration at ACTE’s CareerTech VISION
  - Career Pathways Effect workshops
  - Career Cluster Leadership Pilot/Career Cluster policies
- Research/Tools
  - An annual “State of CTE” report
  - Criteria for high-quality CTE programs of study, pathways and credentials
  - Review platform for industry-recognized credentials
  - Resources to support the implementation of Career Clusters, programs of study, the Common Career Technical Core, etc.

The Foundation will *build awareness and support* by establishing a bar of excellence, promoting what’s working and engaging the full range of existing and potential stakeholders. Activities in this area of work may include:

- Excellence in Action awards
- *CTE: Learning that Works for America* campaign
- Hosting study tours to show national and state partners and other potential supporters of CTE excellence in action
- Engaging external partners through briefings, meetings and other opportunities for collaboration
- Identifying employer champions across the Career Clusters
- Developing research-based messaging to support CTE and career readiness
- Exploring next steps for the Career Readiness Partner Council

**NCTEF Strategic Plan Activities Update**  
*Submitted by Kate Blosveren*

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

<i>NASDCTEc</i>	<i>NASDCTEc/NCTEF</i>	<i>NCTEF</i>
<b><i>Build and maintain strong and effective PARTNERSHIPS with key education, workforce and economic development, and philanthropy organizations to advance NASDCTEc/NCTEF’s priorities.</i></b>		
<ul style="list-style-type: none"> <li>• Develop, maintain and grow partnerships in support of NASDCTEc's federal legislative priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Develop, maintain and grow partnerships in support of NASDCTEc/NCTEF’s state policy initiatives/ support</li> <li>• Strategic partnerships with business-led organizations to strengthen business involvement in CTE</li> <li>• Collaborate and coordinate with ACTE on key initiatives and advocacy efforts, including an operational definition of and criteria for "high-quality CTE programs"</li> <li>• Develop, leverage and maintain partnerships that support efforts to provide professional development to our members, their staff and other key CTE stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Career Clusters Leadership Pilot</li> <li>• Identify employer champions (one for each Career Cluster)</li> <li>• Determine feasibility of CRPC continuation and focus</li> </ul> <p><i>POTENTIAL</i></p> <ul style="list-style-type: none"> <li>• <i>Hosting study tours to show national and state partners and other potential supporters of CTE excellence in action</i></li> <li>• <i>Expansion of CCLP</i></li> </ul>
<b><i>Engage in the formation and dissemination of legislation and public POLICY that impacts education, economic, and workforce development in support of expanded access to and quality of CTE</i></b>		
<ul style="list-style-type: none"> <li>• Federal legislative priorities that support, promote and increase access to high-quality CTE</li> <li>• Support NASDCTEc’s members to advance and implement federal policies and legislation that promote and increase access to high-quality CTE</li> </ul>	<ul style="list-style-type: none"> <li>• State legislative priorities that support, promote and increase access to high-quality CTE</li> <li>• A state policy strategy that addresses resources, partnerships, dissemination</li> <li>• A set of federal, state and employer-focused case-making resources</li> <li>• Media strategy</li> </ul>	<ul style="list-style-type: none"> <li>• CTE: Learning that works for America campaign</li> <li>• Excellence in Action Awards</li> <li>• Resources to support state adoption/implementation of CCTC/Career Clusters.</li> <li>• Resources and supports for states to connect CTE with broader reform efforts (CCSS, STEM, competency-based).</li> </ul>

<ul style="list-style-type: none"> <li>• Launch business resolution campaign</li> <li>• National campaign to get every member of Congress to see a CTE program.</li> </ul>		<p><i>POTENTIAL</i></p> <ul style="list-style-type: none"> <li>• <i>State-focused technical assistance to support the implementation of CTE standards, programs of study, etc.</i></li> <li>• <i>Criteria for high-quality CTE programs of study, pathways and credentials</i></li> <li>• <i>Review platform for industry-recognized credentials</i></li> <li>• <i>Research-based messaging to support CTE and career readiness</i></li> </ul>
<p><b><i>Provide, encourage and support PROFESSIONAL DEVELOPMENT to expand the skills, content knowledge and leadership of NASDCTEc members.</i></b></p>		
<ul style="list-style-type: none"> <li>• Host online library of members-focused resources</li> <li>• Spring &amp; Fall meetings</li> <li>• Onboarding for new State Directors, members</li> <li>• Support skills and leadership development of State Directors/state leaders throughout year</li> </ul>	<ul style="list-style-type: none"> <li>• Develop, arrange and/or deliver resources to expand the skills, content knowledge and leadership of NASDCTEc members <i>and other stakeholders</i> such as reports, briefs, webinars, etc.</li> <li>• Host (virtual or in-person) convenings to support planning and implementation of next federal CTE legislation. (<i>Post-reauthorization</i>)</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct and support the Career Pathways Effects workshops with CORD. (MOVED)</li> <li>• <i>Career Clusters integrated into CareerTech VISION conference</i></li> </ul> <p><i>POTENTIAL</i></p> <ul style="list-style-type: none"> <li>• <i>Support skills and leadership development of state leaders (beyond our membership)</i></li> </ul>
<p><b><i>Develop and implement actions that address NASDCTEc’s organizational governance and fiscal security that ensures successful accomplishment of NASDCTEc/NCTEF’s strategic goals.</i></b></p>		
<ul style="list-style-type: none"> <li>• Review NASDCTEc membership structure to strengthen the organization’s fiscal security and membership base</li> </ul>	<ul style="list-style-type: none"> <li>• Review NASDCTEc/NCTEF Board of Directors’ governing structure, policies and bylaws to ensure alignment with strategic goals</li> <li>• Develop and implement a fundraising plan to support public policy, partnerships, and professional development priorities</li> </ul>	
<p><b><i>Implement Ongoing Core Work of NASDCTEc/NCTEF</i></b></p>		



**Two-Year NASDCTEc/NCTEF Strategic Plan  
For Period of 2014-2015**

<b>Target</b>	<b>Goal</b>	<b>Strategy</b>	<b>Timeline</b>	<b>Update</b>	<b>Lead Organization</b>
<b>1. Build and maintain strong and effective partnerships with key education, workforce and economic development, and philanthropy organizations to advance</b>					
	1.1 - Develop, maintain and grow partnerships in support of NASDCTEc's federal legislative priorities.				
		1.1.1 - Strengthen and expand partnerships with Congress, federal agencies, education associations, post secondary associations, workforce/economic development, employer-focused organizations, companies and labor unions. Utilize the partnership matrix to target, manage and monitor partnership effectiveness.	Ongoing	Staff continue to meet quarterly to reassess the strength and value of each partnership. Partnership matrix is consolidated on an annual basis and supplemented throughout the year.	NASDCTEc
		1.1.2 - Support the ongoing efforts of the Workforce Data Quality Campaign and contribute to its advocacy efforts to support collection of nationally comparable, valid and reliable data.	Ongoing	NASDCTEc has continued to support the work of WDQC which has been helpful in articulating formal positions on issues related to data and CTE. Staff have supported a number of WDQC's formal communications to Congress and the Administration over the past year, regularly attended and engaged with the partner meetings, supported the development of data fact sheets and have participated in Congressional briefings of interest.	NASDCTEc
		1.1.3 - Convene CCSSO, NGA and NASBE to develop a common policy platform to for the state role in Perkins.	Summer 2015	Staff presented to the NASBE Study Committee on Career Readiness. All three organizations are co-conveners of the Future of CTE Summit but none of them have taken formal positions on Perkins.	NASDCTEc
	1.2 - Develop, maintain and grow partnerships in support of NASDCTEc's state policy initiatives/support.				
		1.2.1 - Develop a state policy work plan, to include the identification of priority partner organizations to collaborate with in support of increasing access to high-quality CTE and state adoption/implementation of CCTC.	Ongoing	A full state policy strategy will be shared with the Board at the April 2015 meeting.	NASDCTEc and NCTEF
		1.2.2 - Partner with key organizations on state policy initiatives (e.g. competency-based education, CCSS, CCTC, post secondary alignment). Utilize the partnership matrix to target, manage and monitor partnership effectiveness.	Ongoing	Staff continues to meet quarterly to discuss partnerships. NASDCTEc has strengthened many partnerships in the past six months, particularly around state policy-focused organizations. In particular, NGA, CCSSO, NASBE and CSG are all Summit co-conveners. Staff have presented at NASBE, CCSSO and NSCL events. We also have an active partnership with Achieve around CBE and CTE	NASDCTEc and NCTEF

		1.2.3 - Engage and support the National Governors Association "America Works" campaign, ensuring positive positioning for CTE.	Spring 2014	NGA is Summit partner and work will be connected through that initiative.	NCTEF
	1.3 - Engage in strategic partnerships with business-led organizations to strengthen business (including or and workforce development) involvement in the Career Technical Education enterprise.				
		1.3.1 - Strengthen and expand partnerships with employer-focused organizations. Utilize the partnership matrix to target, manage and monitor partnership effectiveness.	Ongoing	Staff continues to meet quarterly to discuss partnerships. The Chamber is a Summit co-convenor and employer groups are regularly engaged through Perkins coalition.	NASDCTEc and NCTEF
		1.3.2 - Highlight strong employer-education partnerships through multiple communications strategies (e.g. Friends of CTE blog series, papers, case studies, resources, etc.).	Ongoing	Staff worked with Project Lead the Way to develop a Friends of CTE blog post. After consideration, Friends of CTE will be broken out into multiple categories including Friends of CTE - Employers featuring employer/industry-specific posts, and general Friends of CTE which will feature national partners like Project Lead the Way (PTLW). PTLW is working with staff to introduce multiple employers for future employer/industry Friends of CTE posts. The PTLW post will be released in late March/early April. Staff is still determining how to best use the examples of employer engagement collected during the employer engagement survey/report.	NASDCTEc and NCTEF
		1.3.3 - Develop case-making resources, targeted to the business community, designed to promote awareness of and seek support for CTE.	Ongoing	In the past six months, we have released three new fact sheets and three sets of talking points to help members, advocates make the case for CTE. The next focus is updating our state-specific fact sheets.	NASDCTEc and NCTEF
		1.3.4 - Conduct Career Clusters governance pilot.	2015	The CCLP is underway with deliverables expected to be released in Summer 2015	NCTEF
		1.3.5 - Identify employer champions (one for each Career Cluster) to feature in the roll out the business resolution campaign results.	2016	The business resolution is on hold until closer to Perkins reauthorization. Utilizing CCLP, Perkins coalition and award winners to cultivate employer partners/engagement.	NCTEF
		1.3.6 - Partner with the CTSOs to leverage their employer partnerships for advocacy and advancement of high-quality CTE.	Ongoing	We continue to participate in quarterly NCC-CTSO meetings; partnering with SkillsUSA to co-host tour of Maryland's statewide conference.	NASDCTEc
	1.4. - Engage in strategic partnerships that raise the visibility of Career Technical Education and NASDCTEc/NCTEF as a leader in the field (e.g., Advisory Boards)				
		1.4.1 - Utilize and manage the partnership matrix to expand and strengthen relationships with external organizations.	Quarterly meetings 2014 - 2015	See above.	NASDCTEc and NCTEF

		1.4.2 - Create and utilize criteria to guide decision-making around partnerships.	Quarterly meetings 2014 - 2015	COMPLETED and in use. )	NASDCTEc and NCTEF
		1.4.3 - Determine feasibility of CRPC continuation and focus.	Winter 2015	No work has occurred in this space, but is a possible area of focus for Foundation	NCTEF
		1.4.4 - Engage DOL, DHHS and other federal agencies to support the alignment and understanding of "career pathways" and other related initiatives	Ongoing	Meet quarterly with OCTAE leadership. A thought partner for the JFF Career Pathways project. Invited three federal agencies to spring meeting. Responded to RFI on career pathways memo. Inviting RPOS grantees to VISION sessions. NASDCTEc also participated in a number of White House events and input sessions.	NASDCTEc and NCTEF
	1.5 - Develop, leverage and maintain partnerships that support NASDCTEc efforts to provide professional development to our members, their staff and other key CTE stakeholders				
		1.5.1 - Conduct and support the CORD and NASDCTEc CP workshops/webinars.	defined schedule in 2014	CORD/NASDCTEc developed seven introductory videos to the CP Workshops. All videos were uploaded to the newly launched YouTube channel and promoted through social media channels; we are in process of finalizing MOU with ACTE and CORD for VISION and future ACTE events	NCTEF
		1.5.2 - Strengthen and expand partnerships with key education/workforce development organizations, institutions, etc. to support effective PD opportunities. Utilize the partnership matrix to target, manage and monitor partnership effectiveness.	Ongoing	We continue to meet quarterly to discuss partnerships. In discussions with CORD, ACTE, CCSSO and SREB on how to support states. A potential area of collaboration for the Foundation.	NCTEF
	1.6 - Collaborate and coordinate with ACTE on key initiatives and advocacy efforts in support expanded access to and quality of CTE.				
		1.6.1 - Co-convene a joint Executive Committee meeting between ACTE and NASDCTEc/NCTEF.	January 2014 & 2015	Completed; planning for this to stay an annual meeting.	NASDCTEc and NCTEF
		1.6.2 - Develop a plan to implement the recommendations and outcomes from the joint ACTE/NASDCTEc Executive Committee.	Ongoing	ACTE and NASDCTEc have developed a joint work plan and update it quarterly.	NASDCTEc and NCTEF
		1.6.3 - Jointly develop an operational definition of and criteria for "high-quality CTE programs" to inform legislative priorities, professional development, etc.	Fall 2015	This work is in process. ACTE staff who lead this effort reconsiders her doctoral thesis. In the interim, NASDCTEc has developed federal policy language to advance this concept. Also, NASDCTEc is participating with the Central REL and related states to develop a matrix of quality criteria. This will also likely be influenced by the Summit.	NASDCTEc and NCTEF
<b>2. Engage in the formation and dissemination of legislation and public policy that impacts education, economic, and workforce development in support of</b>					
	2.1 - Develop federal and state legislative priorities that support, promote and increase access to high-quality Career Technical Education.				

		2.1.1 - Solicit information from membership about reauthorization priorities through surveys, working groups, and other means.	Ongoing	Staff have successfully crafted new HEA recommendations which have been approved by the NASDCTEc board of directors. Association recommendations for ESEA have also been updated with board input and final approval. NASDCTEc is currently seeking Board approval for how to formalize the association's position on several technical provisions contained in the Perkins Act.	NASDCTEc
		2.1.2- Develop and disseminate legislative language to Congressional and federal policymakers, as well as other stakeholder associations, to influence the reauthorization process.	Ongoing	Work on legislative language continues. This year staff plan to address the national activities section of the law and to consider a replacement proposal for Title II. This language is still evolving based on membership feedback and feedback received from Congress to date.	NASDCTEc
		2.1.3 - Engage members of Congress and staff during reauthorization through briefings, school visits, and other advocacy activities.	Ongoing	NASDCTEc promoted and attended a school visit to Montgomery College in partnership with ACTE during CTE Month (February); we are planning a tour of SkillsUSA Maryland's statewide conference in April. John Fischer testified before Congress and Kimberly Green testified before the House CTE Caucus. Staff have been engaged in a number of Senate CTE caucus briefings.	NASDCTEc
		2.1.4 - Host regular Perkins coalition conference calls to support organizational priorities and unify advocacy efforts during reauthorization.	Ongoing	These calls are currently on hiatus until Perkins reauthorization begins to move.	NASDCTEc
		2.1.5 - Develop a state policy work plan, that may include the creation of sample state legislation and policies in support of increasing access to high-quality CTE and adoption/implementation of CCTC and Career Clusters	Spring/Summer 2014	A full state policy strategy will be shared with the Board at the April 2015 meeting; as of now it does not focus on creating sample legislation, but will further expand our state policy work	NASDCTEc and NCTEF
	2.2 - Support NASDCTEc's members to advance and implement federal and state policies and legislation that promote and increase access to high-quality Career Technical Education.				
		2.2.1 - Host quarterly advocacy calls for State Directors and staff.	Ongoing	Quarterly advocacy calls have been scheduled for the remainder of 2015.	NASDCTEc
		2.2.2 - Develop and host resources and workshops related to Perkins implementation following reauthorization.	Post-Reauthorization	Still contingent on Perkins reauthorization progress. Currently on hold.	NASDCTEc

		2.2.3 - Develop pre-recorded webinars on relevant policy and legislative topics of interest to members.	Ongoing	Pre-recorded webinars continue to be available on NASDCTEc's website: careertech.org	NASDCTEc and NCTEF
		2.2.4 - Connect Congressional staff with their State Director following each Hill visit (focus is primarily on Senate but may also include key House leadership).	Ongoing	In progress-- matches have been made where appropriate.	NASDCTEc
		2.2.5 - Develop a new section of the website focused on state CTE policy, that includes a state policy database.	Spring 2015	A state policy tracker tool has been shared with members; over the summer, we will determine how to expand such a database to be web-based, include more years of policy and focus only on effective policies	NASDCTEc and NCTEF
		2.2.6 - Create resources to support state adoption and implementation of the CCTC/Career Clusters.	2015	A set of potential activities will be discussed with the Board at the April 2015 meeting.	NCTEF
		2.2.7 - Conduct an initiative to put in place appropriate measurements of the CCTC.	Spring 2015	COMPLETED.	NCTEF
		2.2.8 - Create resources and supports for states to connect CTE with broader reform efforts (CCSS, NGSS, STEM, competency-based).	Ongoing	Upcoming papers on CTE and global competency and CTE and competency-based pathways.	NCTEF
	2.3 - Leverage and expand the use of the CTE: Learning that works for America campaign to support public policy and advocacy efforts.				
		2.3.1 - Launch a "sign-on" resolution campaign to cultivate and demonstrate employer/business for high-quality CTE.	2016	This work is on hiatus until 2016.	NASDCTEc
		2.3.2 - Launch a national campaign to get every member of Congress to see a CTE program.	Ongoing	Ongoing through work with both House and Senate CTE Caucuses	NASDCTEc
		2.3.3 - Develop and maintain state profiles/fact sheets that explain and promote CTE in each state.	Fall 2014/Winter 2015	The state web pages are updated bi-annually; the state-focused fact sheets are still a priority but got delayed. The goal is to develop and release them by the end of the fiscal year	NASDCTEc and NCTEF
		2.3.4 - Develop a set of federal, state and employer-focused case-making resources that articulate what is high-quality CTE and feature examples of high-quality programs.	Summer/Fall 2014	We are in the process of developing fact sheets on the nine Excellence in Action Award winners highlighting high-quality programs of study with intended distribution April 2015. Staff will reach out to programs of study who did not receive the award, but were still very high quality programs to feature in blog posts throughout the year.	NASDCTEc and NCTEF

		2.3.5 - Engage in the Industry Workforce Needs Council campaign to promote CTE.	Ongoing	Next meeting will be at NAWB forum--IWNC's newest partner organization. NASDCTEc is a lead partner. IWNC considering going under Opportunity America for operations.	NASDCTEc
		2.3.6 - Launch and manage the Excellence in Action Awards program, utilizing these examples in advocacy and communications initiatives.	January-June 2014	With strong Board participation, nine awards are being given in seven states. Award winners will be featured at the 2015 Spring Meeting during a luncheon, reception, with the opportunity to showcase their program during breakout sessions. We will continue to promote these programs of study through one-pagers, webinars, on the Learning that Works blog and in the NASDCTEc Member Newsletter.	NCTEF
		2.3.7 - Develop a media relations strategy and implementation plan, ensuring connections to our federal/state advocacy work, CCTC and CTE: Learning that Works Campaign.	Ongoing	We have continued to track our engagement with the media including all articles that mention NASDCTEc, while also developing a database of reporters we have worked with, or that cover the CTE beat. We promoted our Employer Engagement paper and State Policy Paper and related webinars to press with good response and engagement. We continue to coordinate with ACTE on press releases/statements around major federal policy changes utilizing PR Newswire for releases of major initiatives/reports.	NASDCTEc and NCTEF
		2.3.8 - Create a communications taskforce of state communications staff. The taskforce will guide the work of NASDCTEc/NCTEF in the development of casemaking tools and resources, as well as expanding state implementation of the CTE: Learning that works for America campaign.	Spring 2015	To be announced at Spring meeting with goal of convening group starting in May 2015.	NASDCTEc
		2.3.9 - Launch redesigned website.	Spring 2014	COMPLETED.	COMPLETED
		2.3.10 - Maintain and expand social media strategy to engage broader set of stakeholders.	Ongoing	We have steadily increased our social media presence including participating in our first Twitter chat with CCRS Center during CTE Month (February). We also relaunched our YouTube page under the handle CTEWorks to better streamline our social media channels. We continue to promote events, publications, news, information and resources from NASDCTEc and our partners.	NASDCTEc
<b>3. Provide, encourage and support professional development to expand the skills, content knowledge and leadership of NASDCTEc members.</b>					
		3.1 - Develop, arrange and/or deliver resources to expand the skills, content knowledge and leadership of NASDCTEc members.			

		3.1.1 - Conduct periodic webinars on relevant topics for NASDCTEc members	Ongoing	Over the past six months, NASDCTEc has hosted five webinars, three in partnership with other national organizations. We also held SD-only webinars in Nov 2014 on Perkins implementation.	NASDCTEc
		3.1.2 - Build an online library of members-focused resources. (e.g. overview of key initiatives, pieces of legislation, member benefits, etc.)	Ongoing	The members only section has continued to grow; by migrating the Spring meeting registration to the website has encouraged more members to use their log-in and begin to navigate those resources. We have also updated our "About NASDCTEc" one-pager and streamlined the "Join Today" pages of the website.	NASDCTEc and NCTEF
		3.1.3 - Build online library of pre-recorded webinars to educate the public about CTE.	Ongoing	We currently have six on-demand webinars and have another two - three in development.	NASDCTEc and NCTEF
		3.1.4 - Deliver timely information/resources to NASDCTEc's members and relevant stakeholders (including the blog, social media resources, newsletter, etc.).	Ongoing	Ongoing	NASDCTEc and NCTEF
		3.1.5 - Develop and implement an annual editorial schedule resulting in a coordinated set of resources to include briefs, webinars, on-demand webinars, resources, etc.	Revisited quarterly.	Ongoing	NASDCTEc and NCTEF
	3.2 - Develop, arrange and/or host convenings to expand the skills, content knowledge and leadership of NASDCTEc members.				
		3.2.1 - Conduct Spring 2014 meeting.	April 2014/2015	Spring 2015 is currently in progress	NASDCTEc
		3.2.2 - Conduct 2014 Achieving Excellence Institute.	Summer 2014/Winter 2015	Planning is well underway for merger of Career Clusters sessions in CareerTech VISION conference.	COMPLETED
		3.2.3 - Conduct Fall 2014 meeting.	Oct-14	Fall 2014 Meeting has been completed	NASDCTEc
		3.2.4 - Develop a strategy that reconsiders reconvenings of all states for future (Summit, re-conceptualized spring and fall meetings, Institute).	Fall 2014/Fal 2015/Winter 2015	Planning is well underway for merger of Career Clusters sessions in CareerTech VISION conference, as well as the Future of CTE Summit. The Summit will result in clear workstreams and content to drive future PD.	NASDCTEc and NCTEF
		3.2.5 - Host (virtual or in-person) convening of members to support planning and implementation of next federal CTE legislation.	Post-Reauthorization	Currently on hiatus until Perkins reauthorization timeline becomes clearer.	NASDCTEc
	3.3 - Develop and implement a robust, year-round intensive program to support the on-boarding and leadership development of State CTE Directors.				
		3.3.1 - Develop and implement a plan to a more formalized on boarding process for new members to NASDCTEc.	Winter/Spring 2015	Not yet started.	NASDCTEc

		3.3.2 - Develop and implement a plan to support skills and leadership development of State Directors/state leaders throughout the year.	Winter/Spring 2015	Piloting a new SD mentoring program at the spring meeting, where new SD are matched with a SD based on challenges/solutions. Customized resource packets are being created.	NASDCTEc
	3.4 - Implement a member engagement strategy to ensure NASDCTEc is addressing their needs and provide opportunities for members to inform NASDCTEc's work				
		3.4.1 - Conduct bi-annual member services survey to determine member satisfaction and priorities.	2015	On hold pending ACTE survey and pre-Summit survey.	NASDCTEc
		3.4.2 - Conduct a quarterly assessment of staff interaction/support/member engagement.	Quarterly	We continue to meet quarterly to discuss member engagement/interactions. If a member state is at a lower level of engagement, targeted engagement strategies are implemented.	NASDCTEc
		3.4.3 - Develop an annual report to the members identifying accomplishments and progress toward accomplishment of goals.	Spring/Summer 2015	We will be releasing our first annual report in April 2015; 5 progress reports on each CTE Vision principle will be released in May 2015.	NASDCTEc and NCTEF
		style	Integrated into other projects		NASDCTEc
		3.4.5 - Develop an electronic newsletter that shares NASDCTEc and state accomplishments, as well as articulates how members can use NASDCTEc resources.	Summer 2014	Staff revamped the NASDCTEc Member Newsletter giving it a fresher look, and including new features: Greeting from the Executive Director and a Member and Partner updates where members can share what's happening in their state.	NASDCTEc
	3.5 - Actively encourage alignment and collaboration between secondary and post secondary leaders within and beyond NASDCTEc's members				
		3.5.1 - Convene a postsecondary engagement task force to advise NASDCTEc on how to better engage postsecondary CTE stakeholders, what resources and PD should be offered to support secondary-postsecondary alignment, and what key partnerships need to be made.	Winter 2015/2016	Per January 2015 Executive Committee meeting, on hold until after Summit. Engaging post secondary partners more fully in fall and spring meetings. All states encouraged to bring secondary and post secondary representative to Summit.	NASDCTEc
<b>4. Develop and implement actions that address NASDCTEc's organizational governance and fiscal security that ensures successful accomplishment of</b>					
	4.1 - Review NASDCTEc/NCTEF Board of Directors' governing structure, policies and bylaws to ensure alignment with strategic goals.				
		4.1.1 - Convene a task force to analyze the existing Board governance model and develop recommendations on issues such as composition, role and commitment of public members, etc. (note: may include organizational name change).	Winter 2015/2016	Per January 2015 Executive Committee meeting, on hold until after Summit.	NASDCTEc and NCTEF



		4.1.2 - Conduct a comparative analysis of NASDCTEc/NCTEF's income sources and distribution to like-sized and -minded organizations and determine components and feasibility of fee-for-service model.	Winter 2015/2016	Per January 2015 Executive Committee meeting, on hold until after Summit.	NASDCTEc
	4.2 - Review NASDCTEc/NCTEF membership structure to strengthen the organization's fiscal security and membership base				
		4.2.1 - Convene a task force to develop a set of recommendations for an updated state team membership model that supports both secondary and post secondary state Career Technical Education leadership.	Winter 2014/2015	Proposal at Spring 2015 meeting for pilot.	NASDCTEc
	4.3 - Develop and implement a fundraising plan to support public policy, partnerships, and professional development priorities.				
		4.3.1 - Develop and implement a Year-Round Sponsorship plan (pending approval from the Board)	Spring/Summer 2014	The staff presented a new year-round sponsorship proposal in light of the reduced sponsorship income for the 2015 Fall Summit. The Board re-evaluated and approved the new year-round sponsorship as a pilot for 2015. We expect to propose another year-round sponsorship during the October 2015 meeting for 2016.	NASDCTEc
		4.3.2 - Develop a fundraising plan, to include identifying priority fund-able projects, cultivate relationships with key funders, etc.	2015	Ongoing and largely connected to Foundation planning and re-branding effort	NCTEF
<b>5. Implement Ongoing Core Work of NASDCTEc/NCTEF</b>					
	5.1 Ensure effective, accurate, legally compliant and efficient management of NASDCTEc/NCTEF.				
		5.1.1 - Ensure membership contact information is accurate and up to date - listservs, database of website, constant contact.	ongoing	Memberships are continually updated regularly. With the State Membership Dues going out in March - we audit and align all contact information.	NASDCTEc
		5.1.2 - Ensure that all Board approved policies are implemented properly and completely.	ongoing	Board policy manual updated after each Board meeting. Policies used to guide staff decisions.	NASDCTEc and NCTEF
		5.1.3 - Standard operations manual (SOP) is maintained and reflective of current policy and practice.	ongoing	SOP Manual is updated on an ongoing basis and reviewed in yearly.	NASDCTEc and NCTEF
		5.1.4 - Effective use of Basecamp/Backpack as project management and communications tools.	ongoing	This continues to be part of staff performance evaluations. The tool is continually used.	NASDCTEc and NCTEF
		5.1.5 - Establish and implement an effective formal on boarding process for Board members and officers.	July 2014	We plan to formalize the process of the on-boarding process for the Board members with this FY turnover July 1, 2015.	NASDCTEc and NCTEF
		5.1.6 - Manage the annual nominations and elections process in a fair and compliant manner.	July 2014/July 2015	COMPLETED for 2015.	NASDCTEc and NCTEF
		5.1.7 - Maintain the standard operations manual, ensuring it is regularly updated to reflect current content, passwords and relevant files. This should include project planning/meeting procedures.	ongoing	All procedures are up to date and are reviewed every 6 months.	NASDCTEc and NCTEF

	5.2 Ensure that the finances of the organization are accurate and in compliance with all legal requirements.				
		5.2.1 Financial tools and documents are used in accordance with Board-approved policies, including the investment policy statement, and ensure all transactions are legally compliant, accurate and ensure necessary separate of duties (checks/balances).	ongoing	All financial tools are used in accordance with Board-approved policies. Each is reviewed by the lawyer, accountant, auditor or investment advisor.	NASDCTEc and NCTEF
		5.2.3 - Conduct an annual audit and implement any recommendations or management notes.	October 2014	COMPLETED for FY15. FY 15 will take place in November 2015.	NASDCTEc and NCTEF
		5.2.3 - Maintain an effective grants management system.	ongoing	ongoing	NASDCTEc and NCTEF
		5.2.4 - Maintain appropriate security measures to ensure passwords, employee privacy, etc. are protected.	ongoing	ongoing	NASDCTEc and NCTEF
		5.2.5 - Implement measures to ensure appropriate back up of all financial information, resources, etc.	ongoing	Quarterly checks with Dr. BackUp and off-site, remote back up service.	NASDCTEc and NCTEF
	5.3 Ensure that all human resource functions are handled in a timely, accurate and legal manner.				
		5.3.1 - Human resource tools and documents are used in accordance with policies/legal requirements.	ongoing	All tools and documents are updated on a regular basis in accordance with policies/legal requirements.	NASDCTEc and NCTEF
		5.3.2 - Establish an implement a formalized staff on boarding process.	July 2014	Onboarding process has been created but has not been formalized yet. Formalizing June 2015.	NASDCTEc and NCTEF
		5.3.3 - Annually conduct a human resources briefing to review any personnel policy or benefits changes.	April 2014	For FY 15 a benefit summary will be created for each employee in June.	NASDCTEc and NCTEF
		5.3.4 - Accurate and timely benefits management - retirement, transportation subsidy, payroll, etc.	Ongoing	Ongoing	NASDCTEc and NCTEF
		5.3.5 - Implement an annual performance evaluation system.	October 2014	Evaluations will be conducted in accordance with the established performance evaluation cycle.	NASDCTEc and NCTEF
		5.3.6 - Annually review personnel policies and ensure they are legally compliant.	April 2014	These will be reviewed in May 2015 and submitted to the Board in June for approval.	NASDCTEc and NCTEF
		5.3.7 - Ensure staff are implementing the necessary computer back ups to protect the content and intellectual property of the organizations.	Ongoing	There are regular follow up with the Dr Back up to review backups.	NASDCTEc and NCTEF
		5.3.8 - Maintain an online, accessible standard operations manual. Coordinate updates with staff on a regular basis.	Ongoing	Ongoing	NASDCTEc and NCTEF
	5.4 Effectively manage the Career Cluster Products				
		5.4.1 - Ensure inventory controls are properly implemented.	Ongoing	Ongoing and evaluated during each annual audit.	NASDCTEc and NCTEF
		5.4.2 - Provide customer service and support that ensures high levels of satisfaction.	Ongoing	Ongoing. Will be measured on member services survey.	NASDCTEc and NCTEF
		5.4.3 - Conduct annual physical inventory.	July 2014/July 2015	FY 15 inventory will be scheduled for July 2015.	NASDCTEc and NCTEF
		5.4.3. - Develop a plan for phasing out the Career Cluster product inventory.	Summer 2014	The Board reversed the decision to phase out products due to the reliance on the revenue stream.	NASDCTEc and NCTEF

		5.4.4 - Pilot test the Cafe Press online store.	January 2014	After spending nearly a year to get this store up and running, it was determined that this was not a good use of our time/resources.	DISCONTINUED
	5.5 - Ensure resources, communications and tools developed are high-quality, error-free, support the brand and consistent with the style guide.				
		5.5.1 - Put in place a formal editing process for all written resources, communications and tools.	Ongoing	During the planning process for any written report, document or resource, we identify multiple reviews throughout its development.	NASDCTEc and NCTEF
		5.5.2 - Maintain a style guide and ensure staff are properly briefed on the use of the guide.	Summer 2014	Communications staff maintain and update the style guide on a regular basis.	NASDCTEc and NCTEF
		5.5.3 - Maintain and manage the CC and CTE style guides (signed by users), including managing user agreements.	Ongoing	We have a process in place for collecting and managing user agreements. Staff report on user agreements in monthly Board updates.	NASDCTEc and NCTEF
		5.5.4 - Put in place a content management/maintenance schedule/ system for the website.	Late spring 2014	Our communications associate regularly reviews various sections of our website for updates/errors. We also have built in blog blocks on our legislative pages to allow for the most current analyses to be featured. And we have a schedule in place for regularly updating data on state pages.	NASDCTEc and NCTEF

**Background:** It has been recommended that it is time to rebrand the Foundation. The current name does not have much recognition in the field and is very close to the Association name, leading to potential for confusion as we seek to position the Foundation with a unique identity and mission. The name the NCTEF Board agreed on is the “Learning that Works Foundation.”

We did some research into the best options for such a rebrand to determine how we should proceed. Specifically, we explored using a DBA (“Doing Business As”) versus a full name change.

**Option 1:** To file for a DBA, it is a matter of filing a form with Delaware and Maryland, the states in which we are incorporated. The filing fees are nominal and would take about an hour of the attorney’s time to help with the filing. It is also recommended that a search of existing corporate names in Delaware and Maryland. With a DBA there would be little to no impact on staff time. The other advantage is that this approach gives us more flexibility.

Estimated Cost: \$750

**Option 2:** For a name change, it would be necessary to file a Certificate of Amendment in Delaware and to amend the authorized to do business in Maryland certificate. The filing fees would be a bit more and would take about two to three hours of the attorney’s time. We would also need to notify the IRS via a letter. It is recommended that if we do a formal name change, that it may be worth doing a more expanded formal name search to be sure there is not an organization that has an identical or confusingly similar name. If we choose to go with a formal name change there would be a significant amount of staff time needed as all accounts including, Bank of America, Merrill Lynch, vendor accounts, sales and use tax, etc. would need to be changed.

Estimated Cost: \$1500

We believe that if we go with option one it gives us a chance to “try” the new name without making any permanent changes to the corporate name and giving us the option to return to the original National Career Technical Education Foundation if needed. It is also faster and less expensive, and would not require us to retroactively update files, resources or other NCTEF-branded materials.

**Proposed Criteria for NCTEF Public Board Members**  
*Submitted by Kimberly A. Green, Executive Director and  
Kate Blossveren, Associate Executive Director*

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**CURRENT NOMINATIONS CRITERIA:** As the Nominations Committee considers candidates for the public member representatives to the NCTEF Board, the following criteria currently stand, as approved in April 2011:

- Actively involved in the field of education (per the bylaws).
- Demonstrated knowledge and commitment to the mission and focus areas of NCTEF.
- Ability to serve (support of individual's administrator or Board for travel, time, etc.)
- Members of trade associations, education sector, state staff, and others engaged the process of CTE may be considered by the Nominations Committee.
- Utilization of the National Career Clusters<sup>®</sup> Framework to identify eligible industry sectors represented among the public members considered by the Nominations Committee.

**PROPOSED NOMINATIONS CRITERIA**

*Below are the proposed updated criteria for Board consideration:*

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

Rather than having three public member positions that can meet any of the criteria, it is recommended that each public member have a 'category' that reflects an influential stakeholder/community:

- One representative from the employer community
- One representative from the philanthropic community
- One representative from a high-priority partner

While it was determined that descriptors of the above categories not be added to the formal policy, it might be helpful to consider the breadth of the types of candidates that could fit into each 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, for example, Maura Banta of IBM or Yonnie Leung of 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. Tim or Cheryl could fit into this category.

- *Philanthropic community*: These are representatives of organizations or companies that provide grants or other investments aligned to or supportive of NCTEF's mission and theory of action. Cheryl could fit into this category.
- *High-priority partner*: This is the broadest category of all. It is intentionally undefined with the expectation that the Nominations Committee would consider the strategic goals and near-term priorities, as well as the experience and perspectives that the other two public Board members bring to the organization. It is intended to give the Nomination Committee flexibility in identifying the most critical voice needed on the Board. Bill or Tim would currently fit into this category.

A phase in of the new criteria is recommended as follows:

- 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

There was not agreement among NCTEF Board members as to the proposed phase in process. This issue needs further consideration and clarification at the April 2015 meeting.

Additionally, related policy changes are recommended and would become new policy immediately upon affirmative vote of the NCTEF Board:

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

It is recommended that the current policy to provide complimentary registration for NCTEF Public Board members to attend the two NASDCTEc annual conferences remain in place. This is valued as \$1,250 for non-members.

### **BOARD LIAISONS:**

The NCTEF Board discussed two potential types of liaisons. "Formal" liaisons and "informal" liaisons. It is standard for boards to have 'formal' liaison positions, normally associated with a specific partner association or organization. Informal liaisons would more likely serve "at the leisure" of the Board and be invited guests to participate or contribute to specific Board meetings and specific Board discussions.

In the past, the NCTEF Board has not had liaisons; the NASDCTEc Board does have three liaisons: (1) U.S. Department of Labor's Employment and Training Administration; (2) U.S. Department of Education's Office of Career, Technical and Adult Education and (3) the Career Cluster Leadership Council. The role and contribution of the liaisons was not clearly defined and participation has been spotty. Based on this experience, we need to be strategic and thoughtful about who we engage and why.

## **Questions for Board feedback:**

### **Formal liaisons:**

- What is the specific role would the “formal” liaisons have? Think about a “job description” for this role.
- What organizations or individuals would be beneficial, from a partnership perspective, to engage as a “formal” liaison to support the current and near-term conversations and decisions facing the NCTEF Board of Directors?
- How many “formal” liaisons should be added and when?
- Will a “formal” liaison have access and full participation in all Board meetings and all portions of Board meetings? Access and participation in a portion of the in-person or all Board meetings? Or separate engagement around specific issues, challenges?
- Will “formal” liaisons benefit from the NASDCTEc conference registration waiver policy?
- Should “formal” liaisons serve a specific term (aligned to our fiscal year)?
- Should “formal” liaisons have a term limit for the individual representing the organization on the NCTEF Board?
- What is the procedure to adding “formal” liaisons to the Board? Presidential appointment? A consensus or majority vote of the Board?

### **Informal liaisons:**

- What is the specific role of each “informal” liaison we wish to invite to participate in the meetings?
- Considering “informal” liaisons, are there are individuals, organizations or perspectives that we wish to engage in the current or near-term conversations or decisions facing the NCTEF Board of Directors?
- How many “informal” liaisons should we extend invitations to? When should they be invited to participate and when do we determine when participation is completed?
- What’s the value add to them?

Upon an affirmative vote of the NCTEF Board of Directors, the above criteria would become the new policy to guide the FY16 nominations process and selection to fill the expiring term of one of the NCTEF Public Board member positions.



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**RE: Governance question**

1 message

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**Hugh K. Webster** <hwebster@wc-b.com>  
To: Kimberly Green <kgreen@careertech.org>  
Cc: Kate Blosveren Kreamer <kblosveren@careertech.org>

Fri, Mar 27, 2015 at 6:05 AM

Good morning Kim:

I advise against any plan that would remove the NASDCTEc numerical majority of directors on the NCTEF board.

From a corporate standpoint, as you know NCTEF is a Delaware nonstock corporation, and Delaware law does not allow for modification of the basic "one vote per director" rule except by stock corporations and membership organizations. NCTEF of course has no stock and no membership.

For tax purposes NCTEF is a Type I supporting organization of NASDCTEc, and it is on this status that NCTEF's Section 501(c)(3) status is based. Under IRS regulations, the supported organization (NASDCTEc) controls the Type I supporting organization (NCTEF) by having a majority of the director positions on the board of the supporting organization. We cannot change that without affecting the tax-exempt status of NCTEF.

Please let me know if you have any questions or need anything further.

Thanks.

Hugh

Hugh Webster

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**RE: Governance question - shift in Board make up - impact on audit?**

1 message

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Skinner, Carolyn <Carolyn.Skinner@dhgllp.com>

Thu, Mar 26, 2015 at 2:33 PM

To: Kimberly Green <kgreen@careertech.org>

Cc: Karen Hornberger <khornberger@careertech.org>, Kate Blosveren Kreamer <kblosveren@careertech.org>

Kim,

I have spoken to Bert about this, it is not an issue that I have dealt with before. So the answer to your first question is no, this is not a common practice with not-for-profits unless it's common among very large nonprofits.

I think an insurance agent would need to answer you on the insurance issues. I can speak to the combined financial statements. Combined financial statements are appropriate for entities under common control, and where the combined financial statements are more meaningful than separate statements. I do think there is a savings to doing the combined financial statements. The exact difference would be a question for Don Marshall.

Bert feels that it would take us quite a bit of time to figure out the legal aspects and I'm not sure you would want us spending time on it in addition to the attorney. With respect to IRS, you are already filing two separate returns but some of the reporting may be different. Beyond researching what would change, I don't think there would be significant increased time to prepare the 990's.

I clipped some 990 instructions below that shows all the forms that are used to discuss the relationship with other entities.

*The organization must determine its related organizations for purposes of completing Form 990, Parts VI (Governance), VII (Compensation), VIII (Statement of Revenue) and X (Balance Sheet), Schedule D (Form 990), Schedule J (Form 990), and Schedule R (Form 990). See instructions for those parts and schedules for related organization reporting requirements.*

I would assume that your Bylaws would need to be changed, but I will defer to the attorney on the legal issues.

We are happy to investigate this further, but in the interest of time, did not want to proceed without your approval.

As we begin to re-focus the work of NCTEF, which will include the development of a fundraising strategy, an issue that needs to be addressed upfront is that our potential relationship with vendors. For purposes of this discussion, we are defining vendors as any company (non-profit or for-profit) that sells resources to members of the CTE community, such as curriculum, technology or professional development.

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

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

Ultimately, we see two potential approaches:

1. **OPTION 1: Maintain all vendor relationships through NASDCTEc, including pursuing year-round sponsorships. (STATUS QUO)**
2. **OPTION 2: Accept donations and/or funding from vendors, but based on pre-developed criteria, for activities such as research and co-convenings, and make this part of our development/fundraising strategy.**
  - **2a: We limit any funding to donations and/or funding for work aligned to theory of action/strategic plan.**
  - **2b: We also explore building out a new line of fee-for-service work to evaluate alignment of materials to CCTC.**

### **Discussion Questions**

- Which option do you prefer? What are pros and cons of each?

*If we pursue either approach laid out in the second option:*

- Should we consider developing a process for evaluating curricular resources/materials to determine their alignment to CCTC/Career Clusters? What are the implications from a staffing, legal and financial perspectives?
- From whom would we *not* accept funding (specifically types of vendors, or for specific services?) What are the thresholds?
- For which activities would we *not* accept funding? What are the thresholds?
- Would we allow any vendors/sponsors to support the Future of CTE Summit?
- Should we try and solicit donations?
- How might this affect NASDCTEc's sponsorships?