

The Center to Advance CTE Board of Directors' Meeting

AGENDA

April 3, 2018

4 - 5 p.m.

Meeting Room: Hampton Ballroom

1. Welcome, Overview of Agenda
4 – 4:03 p.m. (3 minutes)
.....Pradeep Kotamraju
President
Page 1

2. Approval of January 30, 2018 Minutes
4:04 – 4:05 p.m. (2 minutes)
.....Sarah Heath
Secretary/Treasurer
Page 2

3. The Center to Advance CTE Financial Reports and
Budget Modification
4:06– 4:21 p.m. (15 minutes)
.....Sarah Heath
Secretary/Treasurer
Pages 3-12

4. Nominations Discussion
4:22 – 4:27 p.m. (5 minutes)
.....Kimberly Green
Executive Director
Page 13

5. Grant Work Updates
4:28 – 4:58 p.m. (30 minutes)
.....Kate Kreamer
Deputy Executive Director

 - Gates Kimberly Green
 - Joyce Executive Director
 - New Skills for Youth
 - Siemens
 - Other Development Work

.....*Pages 14-21*
6. Other Items to be Added/Next Steps
4:59 – 5 p.m. (2 minutes)
.....Pradeep Kotamraju
President

Upcoming Meeting

Center Advance CTE Conference Call

June 20, 2018: 4 - 5 p.m. ET

Purpose: Approve FY19 Budget

Center to Advance CTE Board of Directors' Meeting

January 30, 2018

Conference Call

ATTENDEES: Pradeep Kotamraju, Sarah Heath, Cheryl Carrier, Jennifer Grove, Hillary Wells

STAFF: Kimberly Green, Kate Kreamer

Welcome: Kotamraju welcomed everyone to the Center to Advance CTE Board meeting.

Review and approval of October Board minutes: Heath presented the minutes from the October 16, 2017 Board Meeting.

MOTION: To approve the October 16, 2017 Board minutes, as presented.

Carrier; Grove.

MOTION ADOPTED.

Development Update: Green and Kreamer shared updates on recent fundraising efforts, resulting in a \$100,000 Gates grant; \$610,000 Siemens grant; and \$250,000 Joyce grant. Also, as result of a mid-grant reset, the Center is taking on new responsibilities for the New Skills for Youth Initiative and with those responsibilities comes an additional \$272,150 in funding over the course of the next few years. In addition, staff was invited to present at a multi-funder initiative in January and as a result have been asked to brief the Bloomberg Foundation's education team. To address the additional work with the new grants, two additional staff positions – one communications position and one policy position - have been created and will be filled in the first quarter of 2018.

Preview of Career Clusters Taskforce Recommendations: Green and Kreamer provided the Board with an overview of the Taskforce's charge and membership, then shared an overview of the high-level of recommendations:

- Affirm the organization's commitment to owning the Career Clusters Framework[®], which includes a commitment to updating and maintaining the foundational resources on the website (CC frames, credentials lists, etc.).
- Review and consider an update to the Career Clusters Framework to reflect an evolution of the economy and competing initiatives.
- Consider the naming convention of career pathways as part of the Career Clusters Framework, as it now has many other meanings.
- Archive the knowledge and skills and Common Career Technical Core standards.
- Revisit the plans of study and consider their purpose, potentially updating them to serve as models for high-quality program of study implementation and/or a guidance tool.

Additional considerations were offered, including ensuring all resources are relevant to postsecondary education and to be sure to actively engage stakeholders, especially employers, in the update or creation of new resources.

Meeting closed at 3:35 p.m.

FY18 The Center to Advance CTE Financial Report
Report prepared by Kimberly Green, Executive Director

This report provides summary financial information for July 1, 2017 through February 28, 2018 or 67% of the fiscal year.

INCOME: The Center has received 99% of its budgeted income, on target with projections. We are still negotiating the reimbursement from ACTE for VISION. The other lagging income item is Career Cluster product sales.

EXPENSES: The Center has spent 30% of its budgeted income. Expenses are lower than projected with the exception of project specific staff expenses (internal projects, not grant funded). We have already spent \$38,290.52 when the full year budget was \$25,000. These staff expenses are associated with Center projects that do not have grant funding, most notably Excellence in Action, the Virtual Institute, Board, Career Clusters and Development. Given that we are already over budget at the half-year mark (two quarters of staff salary and benefits have been reconciled), we'll be recommending a budget modification.

ASSETS: Assets total \$1,384,177.48 with equity at \$1,188,052.17.

INVESTMENTS: The report from the Merrill Lynch advisor does not call for any adjustments to the portfolio at this time. The portfolio has a time weighted rate of return of +1.70%. The equity portion has -.30% rate of return for 2018 and +10.13% for 2017. This compares to the Dow Jones Index (2018: +1.25% and 2017: +15.78%) and the S & P 500 (2018: +1.50% and 2017: +10.32%).

PROPOSED BUDGET MODIFICATION: Due to the receipt of several new grants and the completion of others, there are quite a few adjustments needed to the budget. The total adjustment is an aggregate increase of income and expenses of \$86,438.30. Below is a quick summary of the proposed modifications. Please see the attached budget with the noted modification details (the blue highlighted rows).

	Income	Expense	Notes
JPMC	+\$80,000	+\$80,000	Expanded scope of work
Joyce	+\$96,900	+\$96,900	New grant
Siemens #2	-\$25,800	-\$25,800	Adjustment to reflect income/expenses in FY18 only
Reserve Withdrawal		-\$64,661.70	Adjustment to accommodate new revenue and reduced expenses
Career Clusters		-\$35,400	Adjustment to reflect actual Career Cluster Taskforce expenses
IDIQ		-\$7,511.70	Adjustment to reflect final, actual grant expenses
CTE Campaign		-\$8,000	Reduce projected expenses as one proposed project (video) is now partially covered by a grant
DoDEA		-\$48,750	Adjustment to reflect final, actual grant expenses
Project-based internal staff/benefits		+\$35,000	Revised estimate of staff time spent on internal, non-grant projects

Board action required: Approve FY18 financial reports and proposed budget modification.

The Center to Advance CTE FY18 Budget				
	Approved FY18	Actuals as of 2/28/18	Budget to Actuals	Explanatory Notes
Income			67% of fiscal year	
IDIQ Grant	\$7,711.70	\$14,649.56	190%	Grant completed. Higher than projected based on shift in work from FY17 to FY18.
JPMC Grant	\$577,274.00	\$657,274.00	114%	Includes additional \$80,000 in revenue to reflect expanded scope of work. See budget modification.
Siemens Grant	\$73,146.42	\$73,146.42	100%	Final income reflected for grant close out.
Siemens Grant - #2	\$233,000.00	\$200,000.00	86%	Second disbursement anticipated in next month.
Joyce	\$0.00	\$96,900.00		New contract. See budget modification.
DoDEA	\$50,250.00	\$44,704.03	89%	Contract has ended. Will not receive full reimbursement due to several meetings being canceled by DoDEA .Total invoiced (across two FY) was \$122,404.03 out of \$133,500 budget.
Product Sales	\$10,000.00	\$4,419.40	44%	Lagging expectations.
ACTE VISION	\$15,000.00	\$0.00	0%	Still negotiating with ACTE over reimbursement. Have submitted an invoice for \$12,268.90.
STELAR	\$23,536.00	\$0.00	0%	This contract is a reimbursement basis upon completion of deliverables. Expect the majority of the invoicing to happen this spring.
Other Income	\$1,200.00	\$107.70	9%	On target. The covers the first quarter revenue share only. The second quarter will bring this income line to \$875.
Interest/Dividend	\$7,050.00	\$26,849.39	381%	Interest has been recorded through February 28, 2018. Interest of \$9,168.80. \$17,680.59 in realized gains.
Reserve withdrawal to balance budget	\$135,359.00	\$0.00	0%	
Total	\$1,133,527.12	\$1,118,050.50	99%	
EXPENSES				
Allocated Expenses to Specific Projects				
Career Clusters	\$55,025.00	\$18,180.20	33%	Final expenses reflected for Career Clusters Taskforce, which were significantly less than expenses.
IDIQ Expenses	\$7,711.70	\$106.12	1%	Grant completed. All final expenses included in actuals.
JPMC Expenses	\$505,971.00	\$208,068.29	41%	Reflects salary and benefits through December 31, 2017.
JPMC Contingency Fund	\$71,305.00	\$0.00	0%	Not utilized yet but anticipate dipping into this in quarters three and four, given recent staff hire.
Siemens Grant	\$73,146.42	\$47,217.84	65%	Remaining expenses will be reflected in the next payroll reconciliation (January - March 2018). Anticipate full budget to be expended.
Siemens Grant - #2	\$233,000.00	\$2,053.40	1%	Reflects salary and benefits through December 31, 2017. Project began in November 2017.
Joyce	n/a	\$2,781.61		New contract. See budget modification. Project began early 2018.
DoDEA Contract	\$50,250.00	\$1,316.57	3%	Contract has ended. Final expenses are reflected in the actuals. Contract was fixed price deliverables, which required less time than projected.
Products	\$1,525.00	\$49.70	3%	Expenses will increase once all shipping costs are recorded.
Excellence in Action Awards	\$24,044.00	\$666.00	3%	Majority of expenses will be incurred after spring meeting, when the awards ceremony takes place.
CTE Campaign	\$19,000.00	\$2,500.00	13%	Deposit for new video.
ACTE VISION expenses	\$15,000.00	\$12,268.90	82%	Based on actual expenses (direct) and salary/benefits.
STELAR expenses	\$23,536.00	\$232.92	1%	Anticipate majority of expenses to be incurred in the spring/summer of 2018.
Development	\$8,065.00	\$2,605.04	32%	On target. Majority of expenses are in staff time (which is partly why the project-based internal staff time and benefits number is higher than projected).
Board expenses	\$20,016.00	\$3,808.74	19%	Does not include the majority of the Board retreat expenses.
Project-based internal staff time and benefits	\$25,000.00	\$38,290.52	153%	Expenses higher than projected. Here is a breakdown for the first half of the fiscal year: virtual institute (\$8,400), development (\$10K), EIA (\$5K), Board (\$5K), CC (\$5K).
Subtotal for Specific Projects	\$1,132,595.12	\$340,145.85	30%	
General & Administrative Expenses				
Telephone/Communications	\$42.00	\$0.00	0%	
Licenses/Fees	\$240.00	\$0.00	0%	
Accounting & Audit & Bank Fees (Checking)	\$50.00	\$0.00	0%	
Banking fees - investments	\$600.00	\$0.00	0%	
Total G&A expenses	\$932.00	\$0.00	0%	
Total project expenses	\$1,132,595.12	\$340,145.85	30%	
TOTAL EXPENSES	\$1,133,527.12	\$340,145.85	30%	
INCOME LESS EXPENSES	\$0.00	\$777,904.65		

The Center to Advance CTE FY18 Budget					
	Approved FY18	Actuals as of 2/28/18	Proposed Budget Modification (Variance)	Proposed Budget Modification (Full Amount)	Explanatory Notes
Income					
IDIQ Grant	\$7,711.70	\$14,649.56	\$0.00	\$7,711.70	
JPMC Grant	\$577,274.00	\$657,274.00	\$80,000.00	\$657,274.00	BUDGET MODIFICATION: +\$80,000 - Increase income and expense by \$80,000 to reflect revised, expanded scope of work.
Siemens Grant	\$73,146.42	\$73,146.42	\$0.00	\$73,146.42	
Siemens Grant - #2	\$233,000.00	\$200,000.00	-\$25,800.00	\$207,200.00	BUDGET MODIFICATION: -\$25,800 - In the fall, the Board approved a budget modification reflecting income of \$233,000. However, this amount needs to be updated to reflect the portion of funds expected to be spent in FY18 which is \$207,200. The full grant is \$610,000, which will extend through October 2019. We have received \$200,000 in income thus far this fiscal year. Another payment is currently being processed.
Joyce	\$0.00	\$96,900.00	\$96,900.00	\$96,900.00	BUDGET MODIFICATION: +\$96,900 - The total grant is for \$250,000, which will be spread over three fiscal years. We have received \$200,000 in income. The budget modification is to recognize the income equivalent to the funds we will spend this FY18, \$96,900.
DoDEA	\$50,250.00	\$44,704.03	\$0.00	\$50,250.00	
Product Sales	\$10,000.00	\$4,419.40	\$0.00	\$10,000.00	
ACTE VISION	\$15,000.00	\$0.00	\$0.00	\$15,000.00	
STELAR	\$23,536.00	\$0.00	\$0.00	\$23,536.00	
Other Income	\$1,200.00	\$107.70	\$0.00	\$1,200.00	
Interest/Dividend	\$7,050.00	\$26,849.39	\$0.00	\$7,050.00	
Reserve withdrawal to balance budget	\$135,359.00	\$0.00	-\$64,661.70	\$70,697.30	BUDGET MODIFICATION: -\$64,661.70 - Reduced reserve withdrawal based on grants received and increase in net assets for completed projects that netted more income than expense.
Total	\$1,133,527.12	\$1,118,050.50	\$86,438.30	\$1,219,965.42	
EXPENSES					
Allocated Expenses to Specific Projects					
Career Clusters	\$55,025.00	\$18,180.20	-\$35,400.00	\$19,625.00	BUDGET MODIFICATION: -\$35,400 - Reduce expenses for the Career Clusters Taskforce (consulting and travel) to reflect actual expenses since the Taskforce's work is completed.
IDIQ Expenses	\$7,711.70	\$106.12	-\$7,511.70	\$200.00	BUDGET MODIFICATION: -\$7,511.70 - Reduce expenses for the IDIQ project to reflect actual expenses as the contract has ended and all final expenses recorded.
JPMC Expenses	\$505,971.00	\$209,075.39	\$80,000.00	\$585,971.00	BUDGET MODIFICATION: +\$80,000 - Increase income and expense by \$80,000 to reflect revised, expanded scope of work.
JPMC Contingency Fund	\$71,305.00	\$0.00	\$0.00	\$71,305.00	
Siemens Grant	\$73,146.42	\$46,210.74	\$0.00	\$73,146.42	
Siemens Grant - #2	\$233,000.00	\$2,053.40	-\$25,800.00	\$207,200.00	BUDGET MODIFICATION: -\$25,800 - In the fall, the Board approved a budget modification reflecting income of \$233,000. However, this amount needs to be updated to reflect the portion of funds expected to be spent in FY18 - \$207,200. The full grant is \$610,000, which will extend through October 2019.
Joyce	n/a	\$2,781.61	\$96,900.00	\$96,900.00	BUDGET MODIFICATION: +\$96,900 - The total grant is for \$250,000, which will be spread over three fiscal years. We have received \$200,000 but are requesting the budget modification of \$96,900 which accounts for the funds to be spent in FY18.
DoDEA Contract	\$50,250.00	\$1,316.57	-\$48,750.00	\$1,500.00	BUDGET MODIFICATION: -\$48,750 - Reduce projected expenses to match actual expenses of \$1316.57, as contract has ended. Balance will be income to increase reserves/net assets.
Products	\$1,525.00	\$49.70	\$0.00	\$1,525.00	
Excellence in Action Awards	\$24,044.00	\$666.00	\$0.00	\$24,044.00	
CTE Campaign	\$19,000.00	\$2,500.00	-\$8,000.00	\$11,000.00	BUDGET MODIFICATION: -\$8,000 - Reduce expenses as video is now partially covered by a grant.
ACTE VISION expenses	\$15,000.00	\$12,268.90	\$0.00	\$15,000.00	
STELAR expenses	\$23,536.00	\$232.92	\$0.00	\$23,536.00	
Development	\$8,065.00	\$2,605.04	\$0.00	\$8,065.00	
Board expenses	\$20,016.00	\$3,808.74	\$0.00	\$20,016.00	
Project-based internal staff time and benefits	\$25,000.00	\$38,290.52	\$35,000.00	\$60,000.00	BUDGET MODIFICATION: +\$35,000 - Expenses higher than projected. Based on projected work, increase to cover expanded development costs, EIA staff time (due to additional staff rather than contractor) and virtual institute.
Subtotal for Specific Projects	\$1,132,595.12	\$340,145.85	\$86,438.30	\$1,219,033.42	
General & Administrative Expenses					
Telephone/Communications	\$42.00	\$0.00	\$0.00	\$42.00	
Licenses/Fees	\$240.00	\$0.00	\$0.00	\$240.00	
Accounting & Audit & Bank Fees (Checking)	\$50.00	\$0.00	\$0.00	\$50.00	
Banking fees - investments	\$600.00	\$0.00	\$0.00	\$600.00	
Total G&A expenses	\$932.00	\$0.00	\$0.00	\$932.00	
Total project expenses	\$1,132,595.12	\$340,145.85	\$86,438.30	\$1,219,033.42	
TOTAL EXPENSES	\$1,133,527.12	\$340,145.85	\$86,438.30	\$1,219,965.42	
INCOME LESS EXPENSES	\$0.00	\$777,904.65	\$0.00	\$0.00	

The Center to Advance CTE
Balance Sheet
As of February 28, 2018

	Total
ASSETS	
Current Assets	
Bank Accounts	
1010 Cash - Bank of America	302,120.44
1017 Cash - Merrill Lynch	111,896.78
1018 Cash - Merrill Lynch# 03248	170,380.44
Total Bank Accounts	\$ 584,397.66
Accounts Receivable	
1200 Accounts Receivable	13,151.18
Total Accounts Receivable	\$ 13,151.18
Other Current Assets	
1050 Mutual Funds	772,270.68
1350 Prepaid expense	276.50
1499 Undeposited Funds	140.00
Total Other Current Assets	\$ 772,687.18
Total Current Assets	\$ 1,370,236.02
Fixed Assets	
1100 Furniture	9,053.99
1101 Accumulated Depreciation-Furniture	-8,955.08
1120 Equipment	48,571.10
1121 Accumulated Depreciation-Equipment	-44,620.70
Total Fixed Assets	\$ 4,049.31
Other Assets	
1400 Inventory	9,892.15
Total Other Assets	\$ 9,892.15
TOTAL ASSETS	\$ 1,384,177.48
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
2000 *Accounts Payable	3,700.63
Total Accounts Payable	\$ 3,700.63
Other Current Liabilities	
2102 Deferred Revenue	192,424.68
Total Other Current Liabilities	\$ 192,424.68
Total Current Liabilities	\$ 196,125.31
Total Liabilities	\$ 196,125.31
Equity	
3900 Unrestricted Net Assets	492,950.52
Net Income	695,101.65
Total Equity	\$ 1,188,052.17
TOTAL LIABILITIES AND EQUITY	\$ 1,384,177.48

Executive Investment Recommendation Summary February 2018 – Prepared by Mark Friese, Merrill Lynch

The U.S. stock markets have continued to be more volatile than the historical average. At the same time the Federal Reserve has continued to predict higher interest rates for the future. We have had a long recovery from early 2009 and history would indicate that a correction of some degree would be likely. We have positioned portfolios in sectors of the market that are more defensive and should decline less in a correction. This would include sectors like consumer staples and utilities. In addition, a large percentage of the equity portion of portfolios is also focused on conservative, dividend producing, stock based indexes. These indexes provide income which has historically risen over time and should also provide additional stability in a declining market.

Much of the current increase in the market has been focused on sectors that are historically more volatile, like technology. These sectors tend to be more susceptible to greater declines in a correction, so we are under-weighted in them. Due to this under-weighting short-term recent performance is below the market. However, the long-term performance of both the association and foundation accounts remains above the general market.

International markets this year have also been volatile. For both the Association and the Foundation international exposure remains below 1%.

Interest rates are currently near all-time historic lows, but are expected to continue to be increased. Bonds move inversely with interest rates, so we are expecting a decline in bonds looking forward. For this reason both the Advance CTE account and the Center to Advance CTE accounts are at the lower range of the investment policy statement for bonds. When interest rates start to increase and bonds decline in price we will reallocate from equities to bonds.

Both the organizations' equity exposure is in line with the investment policy statement. *Recent deposits will be allocated accordingly.*

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

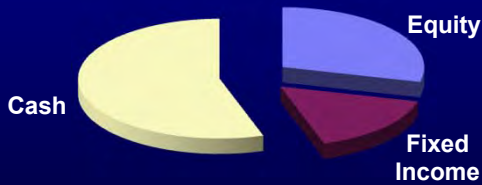
Summary of recommended changes: The above changes are intended to improve long-term performance and increase income from fixed income investments. Certain sectors of the market are recommended to be over-weighted also to improve long-term performance. These are sectors that tend to perform well during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

No direct costs are associated with making these changes.

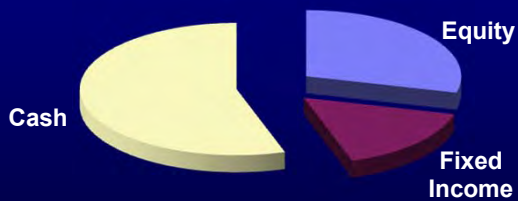
Board Action Needed: None

National Association of State Directors
 Current Asset Allocation
 Center to Advance CTE Account 749-04G96
 Period: July 1, 2017- August 31, 2017

<i>Current Portfolio</i>	Asset Allocation Type:		Per Investment Policy
	Equity	29%	\$ 488,818
	Fixed Income	16%	\$ 279,603
	Cash	55%	\$ 181,540
Sub-Total		100%	\$ 949,962
Cash Reserves			\$ 100,000
Total Portfolio Value			#####



<i>Proposed Portfolio</i>	Asset Allocation Type:		Per Investment Policy
	Equity	29%	\$ 488,818
	Fixed Income	16%	\$ 279,603
	Cash	55%	\$ 181,540
Sub-total			\$ 949,962
Cash Reserves			\$ 100,000
Portfolio Value		100%	#####



Relative Performance - Equity: Yearly

Performance period: 07/01/2017 to 02/28/2018

Period	Actual ROR(%)		Dow Jones Industrial Average PR(%)		MSCI World PR(%)		S&P 500 PR(%)	
	Year	Cum	Year	Cum	Year	Cum	Year	Cum
2018	(0.30)	9.80	1.25	17.23	0.69	10.52	1.50	11.98
US Equity	(0.26)	9.84						
International Equity	(6.63)	(6.63)						
2017	10.13	10.13	15.78	15.78	9.76	9.76	10.32	10.32
US Equity	10.13	10.13						

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: 07/01/2017 to 02/28/2018

Period	Opening Balance(\$)	Contributions/ (Withdrawals)(\$)	Interest/ Dividends(\$)	Appreciation/ (Depreciation)(\$)	Closing Balance(\$)	ROR Period(%)	ROR Cum(%)
2018	1,069,318	0	1,215	(15,985)	1,054,548	(1.38)	1.70
2017	610,119	430,050	7,941	21,208	1,069,318	3.12	3.12
Total	610,119	430,050	9,156	5,223	1,054,548		1.70

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 07/01/2017 - 02/28/2018

Account 749-04G96

Security Name	Quantity	Cost Basis	Date Purchased	Date Sold/Mat	Sale Price	Market Value	Gain or (loss)	Realized Gain/Loss	Yield
Center to Advance CTE-E.T.F's (749-04G96)									
Ishares Barclays Intermediate (CIU)	30	\$ 3,288	05/06/14			\$ 3,212	\$ (76)		n/a
Ishares Barclays 3-7 Year (IEI)	40	\$ 4,845	05/06/14			\$ 4,799	\$ (46)		n/a
Ishares DJ US Consumer (IYK)	55	\$ 2,348	04/03/09			\$ 6,648	\$ 4,300		n/a
Ishares DJ US Consumer (IYK)	15	\$ 1,510	08/24/15			\$ 1,813	\$ 303		n/a
Ishares DJ US Consumer (IYK)	41	\$ 5,360	01/24/18			\$ 4,956	\$ (404)		n/a
Ishares DJ US Consumer (IYK)	3	\$ 128	04/03/09	07/12/17	\$ 363	\$ -	\$ -	\$ 235	n/a
Ishares Tr Dow Jones US Tech (IYW)	99	\$ 6,960	07/10/12			\$ 17,300	\$ 10,340		n/a
Ishares Tr Dow Jones US Tech (IYW)	17	\$ 2,242	02/17/17			\$ 2,971	\$ 729		n/a
Ishares Tr Dow Jones US Tech (IYW)	69	\$ 9,655	05/02/17			\$ 12,057	\$ 2,402		n/a
Ishares Tr Dow Jones US Tech (IYW)	75	\$ 13,113	01/24/18			\$ 13,106	\$ (7)		n/a
Ishares Tr Dow Jones US Tech (IYW)	7	\$ 492	07/10/12	07/12/17	\$ 1,005	\$ -	\$ -	\$ 513	n/a
Ishares TR Dow Jones Select Divid (DVY)	139	\$ 7,823	07/10/12			\$ 13,387	\$ 5,564		n/a
Ishares TR Dow Jones Select Divid (DVY)	68	\$ 4,810	02/14/14			\$ 6,549	\$ 1,739		n/a
Ishares TR Dow Jones Select Divid (DVY)	229	\$ 23,151	01/24/18			\$ 22,055	\$ (1,096)		n/a
Ishares TR Dow Jones Select Divid (DVY)	22	\$ 1,238	07/10/12	02/01/18	\$ 2,198	\$ -	\$ -	\$ (40,934)	n/a
Ishares TR Dow Jones Select Divid (DVY)	18	\$ 1,013	07/10/12	07/12/17	\$ 1,651	\$ -	\$ -	\$ 638	n/a
Ishares TR Dow Jones Select Divid (DVY)	136	\$ 7,654	07/10/12	07/07/17	\$ 12,455	\$ -	\$ -	\$ 4,801	n/a
Ishares TR Dow Jones Select Divid (DVY)	19	\$ 1,052	06/07/12	07/07/17	\$ 1,740	\$ -	\$ -	\$ 688	n/a
S&P US Pfd Stk Index (PFF)	347	\$ 13,571	07/10/12			\$ 12,947	\$ (624)		n/a
S&P US Pfd Stk Index (PFF)	499	\$ 19,993	07/22/16			\$ 18,619	\$ (1,374)		n/a
S&P US Pfd Stk Index (PFF)	244	\$ 9,276	01/24/18			\$ 9,104	\$ (172)		n/a
S&P US Pfd Stk Index (PFF)	17	\$ 665	07/10/12	07/12/17	\$ 14,195	\$ -	\$ -	\$ 13,530	n/a
Vanguard Consumer Discretionary (VCR)	64	\$ 4,151	04/26/11			\$ 10,410	\$ 6,259		n/a
Vanguard Consumer Discretionary (VCR)	20	\$ 2,723	02/17/17			\$ 3,253	\$ 530		n/a
Vanguard Consumer Discretionary (VCR)	47	\$ 7,990	01/24/18			\$ 7,645	\$ (345)		n/a
Vanguard Consumer Discretionary (VCR)	4	\$ 259	04/26/11	07/12/17	\$ 567	\$ -	\$ -	\$ 308	n/a
Vanguard Dividend Appreciation (VIG)	184	\$ 10,406	07/10/12			\$ 18,920	\$ 8,514		n/a
Vanguard Dividend Appreciation (VIG)	66	\$ 4,845	02/14/14			\$ 6,786	\$ 1,941		n/a
Vanguard Dividend Appreciation (VIG)	13	\$ 1,165	02/17/17			\$ 1,337	\$ 172		n/a
Vanguard Dividend Appreciation (VIG)	158	\$ 16,967	01/24/18			\$ 16,246	\$ (721)		n/a
Vanguard Dividend Appreciation (VIG)	13	\$ 735	07/10/12	07/12/17	\$ 1,209	\$ -	\$ -	\$ 473	n/a
Vanguard Dividend Appreciation (VIG)	113	\$ 6,391	07/10/12	07/07/17	\$ 10,460	\$ -	\$ -	\$ 4,069	n/a
Vanguard Reit ETF (VNQ)	79	\$ 4,803	07/10/12	02/02/18	\$ 6,088	\$ -	\$ -	\$ 1,285	n/a
Vanguard Total Bond MKT (BND)	216	\$ 17,389	04/25/11			\$ 17,143	\$ (246)		n/a
Vanguard Total Bond MKT (BND)	46	\$ 3,761	05/06/14			\$ 3,651	\$ (110)		n/a
Vanguard Total Bond MKT (BND)	1012	\$ 81,962	02/17/17			\$ 80,317	\$ (1,645)		n/a
Vanguard Total Bond MKT (BND)	690	\$ 55,674	01/24/18			\$ 54,762	\$ (912)		n/a
Vanguard Total Bond MKT (BND)	51	\$ 4,106	03/30/10	07/12/17	\$ 4,165	\$ -	\$ -	\$ 59	n/a
Powershares ETF High Yield (PEY)	841	\$ 13,366	11/09/16	02/01/18	\$ 15,231	\$ -	\$ -	\$ 1,865	n/a
Powershares ETF High Yield (PEY)	1671	\$ 28,440	02/17/17	02/01/18	\$ 30,262	\$ -	\$ -	\$ 1,822	n/a
Powershares ETF High Yield (PEY)	104	\$ 1,653	11/09/16	07/12/17	\$ 1,738	\$ -	\$ -	\$ 85	n/a
Powershares ETF High Yield (PEY)	1256	\$ 23,194	01/24/18	02/01/18	\$ 22,746	\$ -	\$ -	\$ (448)	n/a
Vanguard High Dividend (VYM)	431	\$ 33,496	02/17/17			\$ 36,644	\$ 3,148		n/a
Vanguard High Dividend (VYM)	116	\$ 8,453	11/09/16			\$ 9,862	\$ 1,409		n/a
Vanguard High Dividend (VYM)	258	\$ 23,105	01/24/18			\$ 21,935	\$ (1,170)		n/a
Vanguard High Dividend (VYM)	21	\$ 1,530	11/09/16	07/12/17	\$ 1,646	\$ -	\$ -	\$ 116	n/a
Ishares US Healthcare (IYH)	96	\$ 14,773	02/17/17			\$ 17,002	\$ 2,229		n/a
Ishares US Healthcare (IYH)	28	\$ 5,250	01/24/18			\$ 4,959	\$ (291)		n/a
Ishares US Healthcare (IYH)	3	\$ 462	02/17/17	07/12/17	\$ 500	\$ -	\$ -	\$ 38	n/a
Ishares US Energy (IYE)	90	\$ 3,557	02/17/17	02/01/18	\$ 3,677	\$ -	\$ -	\$ 120	n/a
Ishares US Energy (IYE)	6	\$ 237	02/17/17	07/12/17	\$ 213	\$ -	\$ -	\$ (24)	n/a
Vanguard Industrial ETF (VIS)	58	\$ 7,249	02/17/17			\$ 8,265	\$ 1,016		n/a
Vanguard Industrial ETF (VIS)	36	\$ 5,374	01/24/18			\$ 5,130	\$ (244)		n/a
Vanguard Industrial ETF (VIS)	3	\$ 375	02/17/17	07/12/17	\$ 390	\$ -	\$ -	\$ 15	n/a

Wisdomtree Midcap (DON)	960	\$ 31,250	02/17/17			\$ 32,707	\$ 1,457		n/a
Wisdomtree Midcap (DON)	509	\$ 17,255	01/24/18			\$ 17,342	\$ 87		n/a
Wisdomtree Midcap (DON)	13	\$ 1,270	02/17/17	07/12/17	\$ 1,273	\$ -	\$ -	\$ 3	n/a
Ishares US Financial (IYF)	100	\$ 10,617	02/17/17			\$ 12,101	\$ 1,484		n/a
Ishares US Financial (IYF)	100	\$ 10,423	05/02/17			\$ 12,101	\$ 1,678		n/a
Ishares US Financial (IYF)	84	\$ 10,559	01/24/18			\$ 10,165	\$ (394)		n/a
Ishares US Financial (IYF)	7	\$ 743	02/17/17	07/12/17	\$ 756	\$ -	\$ -	\$ 13	n/a
Wisdomtree Total Dividend (DTD)	369	\$ 30,876	02/17/17			\$ 33,716	\$ 2,840		n/a
Wisdomtree Total Dividend (DTD)	240	\$ 23,177	01/24/18			\$ 21,929	\$ (1,248)		n/a
Wisdomtree Total Dividend (DTD)	20	\$ 1,673	02/17/17	07/12/17	\$ 1,702	\$ -	\$ -	\$ 29	n/a
Vanguard Telecom (VOX)	36	\$ 3,545	02/17/17			\$ 3,151	\$ (394)		n/a
Vanguard Telecom (VOX)	2	\$ 197	02/17/17	07/12/17	\$ 179	\$ -	\$ -	\$ (18)	n/a
Ishares 1-3 Year Credit Bond ETF (CSJ)	231	\$ 24,282	02/17/17			\$ 23,960	\$ (322)		n/a
Ishares 1-3 Year Credit Bond ETF (CSJ)	266	\$ 27,759	01/24/18			\$ 27,590	\$ (169)		n/a
Ishares 1-3 Year Credit Bond ETF (CSJ)	19	\$ 1,997	02/17/17	07/12/17	\$ 2,001	\$ -	\$ -	\$ 4	n/a
Ishares Tr Cor Dividend Growth (DGRO)	85	\$ 3,070	02/02/18			\$ 2,981	\$ (89)		n/a
Ishares Tr Cor Dividend Growth (DGRO)	101	\$ 3,671	02/01/18			\$ 3,542	\$ (129)		n/a
Ishares Tr Cor Dividend Growth (DGRO)	1316	\$ 47,823	02/01/18			\$ 46,152	\$ (1,671)		n/a
Ishares Tr Cor Dividend Growth (DGRO)	252	\$ 9,248	01/24/18			\$ 8,838	\$ (410)		n/a
Ishares Intl Select (IDV)	62	\$ 2,194	02/01/18			\$ 2,069	\$ (125)		n/a
Ishares Intl Select (IDV)	216	\$ 7,718	01/24/18			\$ 7,208	\$ (510)		n/a
Ishares 1-3 Year Bond (SHY)	246	\$ 20,546	02/01/18			\$ 20,516	\$ (30)		n/a
Ishares 1-3 Year Bond (SHY)	36	\$ 3,006	02/02/18			\$ 3,002	\$ (4)		n/a
Wisdomtree Quality Dividend (DGRW)	211	\$ 9,241	01/14/18			\$ 8,803	\$ (438)		n/a
Total		\$ 670,504				\$ 771,663	\$ 42,724		
Center to Advance CTE-Money Market (749-04G96 and 7WD-03248)						\$ 111,895			
749-04G96 Account Total						\$ 883,558			
Fees for period:		\$ 4,710							
Fees based on assets:		\$ 4,710							

The information set forth herein was obtained from sources we believe reliable, but we do not guarantee its accuracy. Past returns are not a guarantee of future results.

**THE CENTER to ADVANCE CTE
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FY 17-18**

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Fundraising & Development Update

Report submitted by Kate Kreamer, Deputy Executive Director & Kimberly Green, Executive Director

Over the past two years, Advance CTE/The Center to Advance CTE has successfully raised funds to support new and existing project work, staff time and member resources. Looking at the estimated total income for FY18, funds raised through foundations, contracts and partnerships account for about 65 percent of our income, while dues account for 28 percent.

Advance CTE/The Center to Advance CTE has continued to pursue fundraising and development opportunities, but is committed to only taking on projects aligned to *Putting Learner Success First: A Shared Vision for the Future of CTE*, our strategic plan, and our member priorities, as well as be sure we can manage the continued growth of our organization.

Starting in July 2017, we began tracking our fundraising and development activities to capture within the organization's Shared Impact and Reach Dashboard. Since October 2017, Advance CTE staff:

- Maintained four active grants/contracts;
- Completed one grant (OCTAE's contract focused on CTE and apprenticeships);
- Has been actively pursuing or developing three proposals, one of which holds a lot of promise;
- Participated in a meeting convened by and for about 10 national funders; and
- Engaged in multiple or ongoing discussions with a number of funders.

Ongoing Grants/Contracts:

- *New Skills for Youth*: Advance CTE's largest grant, New Skills for Youth is an initiative led by Advance CTE, CCSSO and Education Strategy Group with support from JPMorgan Chase & Co. Advance CTE's role is to serve as the project co-lead with CCSSO, bringing critical content knowledge and expertise to the initiative. Through this grant, Advance CTE has been able to develop a number of very high-profile reports, launch the Learning that Works Resource Center and grow our internal capacity by three staff members. This grant opportunity has also raised Advance CTE's profile nationally and in states. Over the course of four years, Advance CTE will receive approximately \$2.5 million.
- *Strategies for Attracting Students to High Quality CTE*: In fall 2017, we received a renewal on our grant from Siemens, now extended to a two-year grant. Through this project, we will continue to focus on providing technical assistance to states but also build a set of tools and trainings targeted at activating and recruiting champions within the guidance and career development community. In total, the two-year grant amount, which began in November 2017 and extends through October 2019, is \$610,000.
- *Increasing Effectiveness of Postsecondary CTE Program Approval and Review*: With support from the Joyce Foundation, Advance CTE will be working with three states to support efforts to strengthen the quality and relevance of postsecondary CTE programs, as well as conducting research into best practices and creating a community of practice to delve into the policies and processes that can be leveraged to impact the quality of programs at the

postsecondary level. In total, the two-year grant amount, which began in December 2017 and extends through November 2019, is \$250,000.

- *Bill & Melinda Gates Foundation:* We have secured a contract to develop a landscape analysis of all things CTE for the Bill & Melinda Gates Foundation to inform their future investments in the area. The current timeline is to have this contract completed in early summer. In total, the contract amount is \$100,000, with the timeline of January-June 2018.

Ongoing Partnerships

- *STEM Learning and Research (STELAR) Center:* In 2015, The Center to Advance CTE was approached by Education Development Center, Inc. (EDC) to support an application for an NSF grant to create a STEM Learning and Research (STELAR) Center, a proposal that was accepted and is now underway. Our role is primarily to support and disseminate the work with the field – through activities such as webinars, info briefs, participating in meetings and providing opportunities for sessions on STELAR at Advance CTE meetings. To date, we have hosted a webinar on CTE and STEM, responded to some follow up questions from researchers in the field and are engaged in Summit planning. In total, the amount is \$75,000 over three years.

Looking Ahead

- *Partnership to Advance Youth Apprenticeship:* Advance CTE is working with New America and other partners to coordinate a multi-year project to support the expansion of high-quality youth apprenticeship programs. While still in the proposal development stage, there are a group of interested funders and a projected timeline of a launch in summer/fall 2018.
- *Institute of Education Statistics' CTE Network RFP:* Advance CTE is partnering with RTI, SRI, the Association of Community Colleges and others to submit a proposal to IES for the new CTE Network, focused on identifying and developing critical research for the field. The proposal is due in early April 2018 and Advance CTE's specific role is still be identified.

Completed Grants/Contracts

- *Potential Role of Secondary Career and Technical Education (CTE) Programs in Preparing Students for Apprenticeship Programs:* Advance CTE, in partnership with RTI International, Jobs for the Future, Vivayic and Quality Information Partners, helped lead a project under contract with the U.S. Department of Education's Office of Career, Adult, and Technical Education through an indefinite delivery/indefinite quantity (ID/IQ). The goal of this project was to develop technical assistance tools and resources for state and local leaders to improve the alignment between existing CTE and apprenticeships programs and support alignment where it does not yet exist. In total, Advance CTE received approximately \$124,000, largely for staff time between 2015 and 2017.

Board action: None

<i>Grant</i>	<i>Grant Amount</i>	<i>Grant Start Date</i>	<i>Grant End Date</i>	Jan-Dec 2016	Jan-Mar 2017	Apr-Jun 2017	Jul-Sept 2017	Oct-Dec 2017	Jan-Mar 2018	Apr-Jun 2018	Jul-Sept 2018	Oct-Dec 2018	Jan-Dec 2019	Apr-Jun 2019	Jul-Sept 2019	Oct-Dec 2019
JPMorgan Chase: New Skills for Youth	\$2,578,028	Jan. 2016	Dec. 2019	█	█	█	█	█	█	█	█	█	█	█	█	█
SIEMENS: Strategies for Recruiting Students into CTE	\$610,000	Nov. 2017	Oct. 2019					█	█	█	█	█	█	█	█	█
JOYCE: Postsecondary CTE Program Approval and Review	\$250,000	Dec. 2017	Dec. 2019					█	█	█	█	█	█	█	█	█
GATES: CTE Landscape	\$100,000	Jan. 2018	Jun. 2018						█	█						

Strategies for Attracting Students to High-Quality CTE
Report submitted by Katie Fitzgerald, Communications Manager

Last fall, The Center to Advance CTE (The Center) and the Siemens Foundation launched a 15-month project that aimed to identify strategies that work and are replicable across the country to increase the number of secondary students benefiting from high-quality Career Technical Education (CTE). It was completed in two phases. The first phase, The Center conducted national research on the messages that most resonate with parents and students, and would convince them that CTE is a good option for their education. The second phase was piloting recruitment and communications strategies through four state pilots, using the message in a variety of online and on-site activities.

The Siemens Foundation accepted a second proposal to continue this work through 2019. The second round of work will consist of the following.

Activating and building champions in the guidance/advisement community:

The Center has convened an advisory committee involving national partners, state leaders and experts in career advising and CTE to help develop, test and eventually disseminate the training materials and work over the next year on how to better support connections between school counseling and CTE.

With support from an advisory committee, we will develop a one-day, off-the-shelf training for current and future champions within the career guidance community.

The first half of the training will cover the basics of CTE, the national survey results, how to use the messages, and tools to use to communicate with students and parents. The second half of the training will focus on the counselors creating an action plan for once they return to their schools (e.g., what conversations do they need to have, how will they engage and get their peers up to speed, what materials should they update, how will they measure success, etc.)

This training will be delivered through eight trainings, at the Association for Career and Technical Education (ACTE) and American School Counselors Association's (ASCA) national conferences and state or regional conferences, reaching at least 320 counselors during the grant period, representing communities and schools across the country. ACTE and ASCA would help create feedback loops with all participants to measure the reach and impact of the training. We will also require states that have received technical assistance grants to offer the training, bringing the total of counselors reached directly to at least 600.

To ensure the trainings are delivered in a consistent and high-quality manner, we plan to train a cohort of selected trainers from the guidance/advisement community who can be deployed to deliver the training across the country.

Finally, components of the training would be delivered virtually through a series of webinars co-hosted with ASCA and/or ACTE.

Providing Direct Support to States:

Since October, The Center has closed out with all first-round grantees: New Jersey, Indiana, Washington and Maryland and is in the process of compiling their assets and deliverables to share them with all members through the CTE: Learning that works for America campaign. Additionally, staff conducted a second request for proposals, and selected New Hampshire, Colorado, Idaho and North Dakota as round two grantees. Each state will receive \$20,000 and be provided with ongoing virtual and onsite technical assistance from The Center. Each state's proposed activities are outlined briefly below.

Idaho Career and Technical Education:

Idaho Career and Technical Education will work with 15 – 20 districts ranging from rural to urban to assist in developing targeted recruitment strategies and activities based on The Center's research. In early spring, staff will conduct a statewide listening tour and invite counselors and administrators to not only share the messages and research, but also conduct a listening session to find out what schools are doing on the local level to recruit into their high school CTE programs.

As a result of the listening tour, staff will pinpoint between 15 and 20 districts, and select a counselor and CTE administrator in that district to work with. Over the summer, Idaho Career and Technical Education staff will work with a graphic designer to create a host of collateral assets based on what is discovered in the listening tour for what districts need in combination on work Idaho has done in the past in this space. In the fall, staff will conduct a second tour where staff will spend time in each district and put together an individualized CTE recruiting plan and personalize those assets in each district area. This will include reviewing each district's social media and website, and providing them with templates and materials to use in their recruitment efforts. Additionally, the department will simultaneously run a focused social media campaign to target parents of teens in those areas with CTE courses that are STEM focused. As a result of this work, Idaho will have a host of assets and have conducted pilot activities that can be scaled state-wide.

Colorado Career and Technical Education:

Colorado Career and Technical Education is conducting a three-pronged approach to this work. First, they are rebranding under the CTE: Learning that works for Colorado campaign to create a unified brand for state-wide CTE. This will include refreshing and creating new fact sheets and talking points to ensure there is consistency in messaging, and includes the research in combination with Colorado data. Additionally, staff is redoing the website and creating tailored packages for school counselors, parents, policymakers, instructors and administrators. Additionally, staff will create a video about CTE that can be used at the state and local levels.

In the second phase, Colorado will conduct district level mini-grants through an RFP process for parent engagement. To reach parents, it is more impactful and feasible for staff to arm locals with the information for parents and for the events to be conducted locally than the state. All

districts will have the opportunity to participate in the RFP process. The districts selected will need to focus on disadvantaged youth and minority population since state demographics are shifting and there's a greater focus to be more inclusive of Hispanic students and families. In the third phase, the state will provide Counselor Engagement Workshops around the state and provide with a focus on metro areas. Through statewide tours and regional meetings, it is clear that rural school counselors have a greater understanding of CTE, whereas school counselors in urban districts are less familiar with the benefits and CTE pathways.

North Dakota Career and Technical Education:

North Dakota Career and Technical Education will focus their recruitment efforts on the rural areas of North Dakota through working with school counselors to better educate them on the benefits of CTE in their own community. Some counselors have little knowledge and understanding of the potential benefits of CTE for students while in high school and their future careers. Part of the efforts will first focus on a messaging campaign for counselors statewide through workshops, emails, and newsletters. Additionally, working with school counselors to build partnerships with local business and industry leaders who can further support, and serve as messengers in their communities.

The spring and summer of 2018 will provide the state CTE staff an opportunity to meet with a group of school counselors representing a range of schools to develop an activity planning template that could be scaled for use in any size school district. CTE staff will work with school counselors on the methods of implementation of the recruitment tools. Additionally, staff will conduct the following activities:

- Design a "CTE Recruitment" template that could be utilized in the planning of an event. Staff will work with the counselors to learn their perspective as the most viable options for recruitment activities, and help them develop plans for recruitment on the local level. There are many activities already taking place in the more heavily populated areas of the state such as Career Expos that are provided to all students. Staff will explore how those successful events might be re-tooled to a very rural area with limited CTE programming.
- Develop, plan, and implement several "Exploring CTE Possibilities" events which would be 3-4 hours in length. These events would include "experiential career development" and feature business, industry, and community leaders. The volunteers would present a short feature on their careers and opportunities within the industry. Students and their parents would select several of the available options for participation.
- Emphasize the use of the state-developed, career ready assessment tool to aide teachers and business leaders. The assessment tool is a set of rubrics with detailed points under twelve main areas, in which students can be assessed by teachers or business partners, and have been piloted successfully in several schools in the state.
- Produce a video on the real-world skills that would feature students enrolled in postsecondary programming in Health Science, Information Technology, Manufacturing, or STEM.
- Implement a social-media campaign targeting the benefits of CTE to students and parents using Facebook, Twitter, Instagram and Snapchat. A variety of messages will be used for the campaign, including the messages.

New Hampshire Department of Education:

The New Hampshire Department of Education's proposes working with an implementation team, composed of a CTE champion and a school counselor that will focus on one of twenty CTE regions in the state- Region 16. The team will develop communication plans collaboratively with school counselors, teachers at administrators at each sending school in Region 16 to leverage existing communication channels to share the effective messages drawn from the research.

A two-person Implementation Team, composed of a CTE champion and a school counselor will work closely with school counselors, teachers, administrators, and parents from each of the sending middle and high schools in the region (the Messaging Team), to create a locally effective and relevant communication plan to share the effective messages identified in The Center's research. This communication plan will use effective communication channels, identified by the Messaging Team at each sending school in the district to get these messages about high-quality CTE directly to parents and students in the region.

New Hampshire Region 16 includes Nashua, Milford, and Hudson. In addition to the three Region 16 CTE Centers, there are 14 sending districts, each of which has a high school and at least one middle school. This is a large potential pool of students to reach, and represents a demographically diverse population. This makes Region 16 an ideal pilot location.

The implementation team will also be available for consultations with those doing the active recruitment work (messaging team), using the strategies shared during the presentations. As the district and schools conducts pilot activities, and works with local stakeholders to incorporate these messages and strategies into their recruiting efforts for CTE, the need for stand-alone initiatives and recruitment drives should fall by the wayside, replaced by a sustainable set of regular activities, with effective communication and collaboration among community groups and key stakeholders at the heart of these efforts. The Department will use the information collected during the project to inform scaled-up recruitment activities incorporating the research and messages.

The Department will focus on CTE programs which are non-traditional for their genders as well as emerging sectors in the STEM, healthcare, information technology and advanced manufacturing fields. Additionally, staff will work with students and parents representing a range of demographic groups, to tailor the evidence based strategies uncovered in the research work conducted by The Center, drawing on the strengths and needs for each community.

Personalization is at the heart of the proposed recruitment strategy, and a thorough understanding of the unique needs of students representing underserved populations will be absolutely crucial for an effective roll-out of the recruitment activities.

Member Benefits:

All states will benefit from this work through a variety of new resources. To date, staff has launched a multitude of resources directly related to this work, as well as updated or embedded the research in a number of briefs and other fact sheets. Through this work, staff will continue to update the Learning that works for America campaign materials scale assets created by states to be usable by all members.

Timeline:

Staff will launch the school counselor training in July at ASCA's national conference, and begin to roll out state-wide trainings in the fall. Additionally, staff will work with the four pilot states through October 2018 to support their recruitment and communications work.

Board action: None