

## Advance CTE/Center to Advance CTE Board Meeting Agenda

Via Zoom

<https://us02web.zoom.us/j/85440602021?pwd=S3FrajhMam16MU1xY3oyRWsxZFZJQT09>

**October 21, 2020**

**3- 4 p.m. EDT**

3 - 3:05 p.m.	Welcome and Introductions	Sarah Heath <i>Pages 1-4</i>
3:05 - 3:06 p.m.	Review and Approval of Minutes	Laura Scheibe <i>Pages 5-10</i>
3:06 - 3:16 p.m.	Finance Manual Update	Krissy Haynes <i>Pages 11-21</i>
3:16 - 3:46 p.m.	Career Clusters: Next Steps	Meghan Wills <i>Pages 22-23</i>
3:46 - 3:50 p.m.	Wrap up  <u>Next Meeting:</u> Advance CTE Board Meeting November 17, 2020 2 - 3 p.m. EDT Via Zoom  Joint Board Meeting November 17, 2020 3 - 4 p.m. EDT Via Zoom  Center to Advance CTE Board Meeting November 17, 2020 4 - 5 p.m. EDT Via Zoom	Sarah Heath

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Term expires: June 30, 2023

**THE CENTER to ADVANCE CTE  
BOARD OF DIRECTORS  
FY 21**

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**President**

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Term: July 1, 2020 – June 30, 2023

**Joint Advance CTE/The Center to Advance CTE Board of Directors' Meeting  
MINUTES**

September 23, 2020

Zoom call

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**ATTENDEES:** Sarah Heath, Marcie Mack, Bernadette Howard, Laura Scheibe, Victoria Crownover, Katie Graham, Jeralyn Jargo, Donna Lewelling, Thalea Longhurst, Angel Malone, Steve Playl, Cathie Raymond, Luke Rhine, Alex Harris, Wendi Safstrom

**NOT PRESENT:** Nicole Smith

**STAFF:** Kimberly Green, Kate Kreamer, Meghan Wills, Austin Estes, Krissy Haynes

**Welcome:** Heath called the meeting to order at 3:02 PM, welcoming everyone to the Joint Advance CTE/The Center to Advance CTE Board Meeting. Heath welcomed and introduced the new Board members: Rhine, Playl, Raymond, Lewelling, and Malone. Heath also congratulated Scheibe on her new appointment as Secretary/Treasurer and welcomed Haynes to her new role as Finance Manager.

Scheibe asked for approval of minutes from June 29, 2020.

**MOTION: To approve Advance CTE and The Center to Advance CTE minutes from June 29, 2020, as presented.  
Mack; Jargo.  
MOTION APPROVED.**

**FY20 Year End Advance CTE Financial Update:** Scheibe presented an overview of the Advance CTE FY20 budget. Advance CTE continues to be a leader in the field and has every state as a member, with FY20 ending fiscally very strong. Advance CTE received 105% if the cancelled Spring Meeting was removed from the budget. There was a big jump in associate and organizational memberships, which were 32% above target. Advance CTE also ended the year exceeding the interest income target by 41%. Advance CTE expended only 57% of its expenses due COVID-19 (coronavirus), which was caused by the cancellation of the Spring Meeting (and related 100-year anniversary activities), the inability to travel, and a shift in work. Scheibe explained that any remaining income over expenses rolls into reserves.

Heath asked for approval of the FY20 Advance CTE financial report.

**MOTION: To approve FY20 Advance CTE financial report, as presented.  
Howard; Mack.  
MOTION APPROVED.**

**FY20 Year End Advance CTE Financial Update:** Green presented an overview of The Center FY20 budget. Green explained that The Center received a few unplanned income streams, which were from Perkins V Meeting registrations and unadvertised Career Clusters product sells. She also explained that The Center is conservative on investment income estimates due to grant

funding and which is why interest income was 104% above target, as compared to Advance CTE.

Green summarized The Center's grant work. New Skills for Youth grant ended in FY20 and a new five year \$5M grant from JPMC was signed called New Skills ready network. In addition, the Joyce grant on postsecondary CTE, the second Siemens grant and the Oregon contract all ended in FY20. There are three new grants that started in FY20: New Skills ready network, a third grant from Siemens on a national survey and focus groups, and a grant from ECMC on postsecondary CTE data quality. The new Siemens grant and ECMC grant are both multi-year grants. In addition, there are several ongoing grants or contracts that will continue into FY21, including the PAYA contract from New America on youth apprenticeships, the Lumina grant on area technical centers, the Gates grant which covers the work around Perkins V, the Joyce grant that also supports the work around Perkins V, and finally the New Skills for Youth Innovation grant from JPMC.

Green shared that The Center expended only 62% of budgeted expenses. She explained that the expenses were below budget due to shifts in work and travel restrictions caused by coronavirus. The funders have been very accommodating in allowing The Center to adjust the timelines and redefine the what and how we deliver each grant. Any unspent funds for the grants will either roll into reserves or be carried over into FY21. The Center was in a very strong place at the end of FY20. Graham praised The Center for all the hard work.

Heath asked for approval of the FY20 The Center to Advance CTE financial report.

**MOTION: To approve FY20 The Center to Advance CTE financial report, as presented. Raymond; Graham.**  
**MOTION APPROVED.**

**FY21 Advance CTE/The Center to Advance CTE Financial Update:** Scheibe presented the FY21 Advance CTE budget which covers only one month, July 2020. She explained that all states have committed to renewal and Advance CTE is currently at 20% above target for organizational membership renewals. Advance CTE has expended only 2.3% of budgeted expenses, which were mostly staffing costs.

Green presented the FY21 The Center to Advance CTE budget which also covers only one month, July 2020. She explained that 81% of income for The Center has been received, which is due to carry forward of grant income that was received in FY20. Additional grant payments will also be received in FY21 to get us to the goal of 100% income. In both Advance CTE and The Center estimates were cautious for interest income, which is why interest is above target in both organizations. The Center has spent 6% of budgeted expenses, which is on target. The Center is adding staff capacity to support the work of the New Skills ready network and Siemens grants.

The Center is preparing for the "funding cliff" with Gates, Joyce and New Skills for Youth Innovation ending this year. Strong signals of renewal of PAYA contract with New America. A concept paper has been submitted to Gates. The Center is part of the College and High School

Alliance steering committee, which goes after funding collaboratively and The Center will likely have new work and related income in FY20.

Advance CTE is in the process of finalizing a one-year contract with Opportunity America. Advance CTE/The Center has very strong relationships with the funders and all major funders were sponsors of the Summit and hope that they will incorporate the vision into their strategy. Strada Education was also a sponsor of the Summit, which is a new funder and The Center is looking to add them to their portfolio of funders for future work.

Heath asked for approval of the FY21 Advance CTE financial report.

**MOTION: To approve FY21 Advance CTE financial report, as presented.  
Howard; Raymond.  
MOTION APPROVED.**

Heath asked for approval of the FY21 The Center to Advance CTE financial report.

**MOTION: To approve FY21 The Center to Advance CTE financial report, as presented.  
Raymond; Longhurst.  
MOTION APPROVED.**

**FY21 Advance CTE Budget Amendment:** Green presented the Advance CTE budget amendment to update the FY21 income and expense for the ABC grant to reflect the final FY20 year-end expenses. The ABC grant will carry forward \$4,217.14 in unspent income and expenses from FY20 into FY21.

Heath asked for approval of the FY21 budget amendment.

**MOTION: To approve FY21 Advance CTE budget amendment, as presented.  
Jargo; Crownover.  
MOTION APPROVED.**

Green announced that the Spring Meeting will be virtual in 2021 and therefore will have a budget amendment presented in November 2020.

**FY21 The Center to Advance CTE Budget Amendment:** Green presented The Center to Advance CTE budget amendment to update the income and expenses for FY21 based on FY20 year-end expenses. Green shared the following chart to outline the adjustments.

	Income	Expenses
PAYA	-\$126,185	No change
Gates 2.0	-\$27,261.26	-\$27,261.26
NSFY Innovation	-\$1,504.18	+\$863.32
Joyce 2.0	-\$1,962.71	-\$786.20
New Skills (JPMC)	+\$338,257.06	+\$338,257.06
Lumina	-\$1,001.59	-\$1,001.59

Reserve fund withdrawal	+\$89,633	n/a
Total	+\$269,975.32	+\$310,071.33

The Center expended more funds than anticipated in FY20 for Gates 2.0, Joyce 2.0, NSFY Innovation and Lumina. Less funds were expended than anticipated in FY20 for New Skills and Siemens 3.0.

PAYA is a contract, so the remaining income in FY20 was able to be put in reserves. Due to moving the remaining \$126,185 in PAYA funds into reserves. As a result, The Center now needs to show a reserve withdraw of \$89,633 to cover the costs that are related to non-grant activities.

Kreamer mentioned that Siemens is a new grant that started in March 2020 and the large carry forward amount is not a cause for concern as the work is moving forward as planned.

Green mentioned that Gates allowed staff time to be redirected to the Gates grant to do COVID related work, which is why the expenses were higher than budgeted in FY20.

Heath asked for approval of the FY21 The Center to Advance CTE budget amendment.

**MOTION: To approve FY21 Center to Advance CTE budget amendment, as presented. Mack; Jargo.**

**MOTION APPROVED.**

**Reflections on the CTE Forward Summit:** Kreamer asked for feedback on the Summit. Graham stated that the Summit was incredible. The impact was evident due to her external partner’s reaction, enthusiasm and involvement. She loved the desired outcomes scenarios and the chat on Moodle. Malone said that she loved that the questions about the disruptions were the same throughout because it allowed them to refine their response, which was eye-opening. Heath said many are energized and looking at what the next steps need to be. Raymond spoke about being able to make change as CTE educators right away if there weren’t legislative actions and state statutes that slows down the process. Jargo liked that they were able to invite others that were not part of the typical group. It was surprising how little some knew about CTE. Kreamer was glad to hear how many had debriefs scheduled since it wasn’t something Advance CTE prompted.

Kreamer posed the question, “what were the most exciting or new or transformative ideas that you want to put on the table.” Playl thought the CTE without borders was a very bold idea that could be transformative for our country, but also recognizes it is a major lift. Raymond and Graham noticed that the student voice was missing and that we really need to include going forward. Lewelling said that Oregon was intentional about recognizing adult learner CTE in their plan and believes that there is a lot of work that needs to happen not only in Oregon but in the entire US.

**Career Clusters Purpose:** Wills presented an overview of The National Career Clusters® Framework. The efforts so far have focused on understanding who uses The Framework and



how, identifying current uses and what is working and what isn't, and clearly defining the purpose of The Framework.

The project name is Advancing The Framework. The project objectives were to understand who uses The Framework and how, what is working and what isn't, and solicit ideas to ensure The Framework is a modern construct, reflective of the future of work, and adaptable to the current and emerging needs of learners and workplace.

The first phase of the work was the research phase. During the research phase, they found that 33 states use all 16 Career Clusters and that 17 states have made some adjustments to The Framework. The most common changes are to add an energy cluster and remove the Government and Public Administration Career Cluster. The most common ways to use The Framework in postsecondary is to aid in career exploration. Many companies are shifting to competency-based management systems. The findings from the research have provided a good starting point.

Throughout June and July feedback was gathered from 44 states on how they are using The Framework currently, as well as what they see the value being in the future. There were three themes that emerged in the value and use today: allow for alignment across systems and states, accommodate business and industry, and accommodate career pathways and advisement. The primary audience of The Framework are CTE leaders and educators and the beneficiaries are the learners as well as business and industry.

Wills presented the renewed purpose statement: The Framework provides structural alignment and a common language to bridge education and work; empowering each learner to explore, decide, and prepare for dynamic and evolving careers.

The Board shared their thoughts on the renewed purpose statement. Graham appreciated the hard work and liked seeing the progress that was made since the beginning. Safstrom liked that it reflects a common language. Another board member liked that it encompasses all stages of decision making. Howard said Advance CTE nailed it. Harris asked if any consideration was given to a value judgement around the types of careers we should be pointing people towards. Wills explained that The Framework is an overview that is meant to enable and support learners to make those decisions on careers that are of interest to them. Several Board members reiterated that they needed a framework and it is an organizational tool. Raymond liked that learner was used instead of student so it doesn't limit them to school.

Heath asked for approval of the new purpose statement for the National Career Clusters Framework.

**MOTION: To approve new purpose statement for The National Career Clusters Framework, as presented.  
Graham; Raymond.  
MOTION APPROVED.**

**Other Items/Next Steps:** Next Board of Directors Meeting is October 21, 2020, at 3 p.m. ET via Zoom. Spring Meeting will be virtual in April 2021.

**Heath adjourned the meeting at 4 p.m. ET.**

**Overview of Proposed Finance Manual Revisions**  
*Report submitted by Krissy Haynes, Finance & Operations Manager*

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During the past year, Advance CTE has undergone some staffing changes as well had to adjust to the remote environment due to the COVID-19 pandemic. The proposed changes to the Finance Manual will help to improve efficiency in the handling of Advance CTE's finances. The revisions were led by the Finance & Operations Manager and approved by the Executive Director and Finance/Audit Committee before being transmitted to the Board for consideration. The revisions maintain appropriate internal controls.

- Reference to the bookkeeper: All references to the bookkeeper have been updated to Finance Manager to appropriately reflect the change in title.
- Finance Manager Duties: Due to the complexity and knowledge required to complete the Executive Director's expense reports, the Finance Manager now completes the Executive Director's monthly expense reports and sends them to the Executive Committee for approval. The Finance Manual has been updated to reflect this change.
- Accounts Payable: Advance CTE/The Center to Advance CTE has several monthly recurring bills that are directly tied to normal operating costs and are over the \$10,000 limit that requires approval by the Secretary Treasurer. In order to alleviate the burden on the Secretary/Treasurer each month and increase efficiency, we are requesting that the payroll, rent and employee benefits costs do not require approval for payment since their aggregate expenses are approved as part of the annual budget approval.
- Expense reports: Employee Expense reports are now being submitted digitally, either through Expensify or an expense report spreadsheet, therefore all receipts are now digital. The Finance Manual has been updated to no longer require original receipts, but instead require itemized digital receipts.
- Meeting registrations: We no longer save meeting registrations to the cloud. They are saved in Civi and in the Meetings email account, so saving copies of the registration emails to the cloud is unnecessary.
- Purchase of products/supplies: Due to staffing changes, the Finance Manual has been updated to reflect that the Finance Manager now purchases supplies.
- Signature Authority: We are proposing that only the Board President and Secretary/Treasurer are added as a signing authority to the bank and investment accounts, which aligns with the bylaws. We have experienced issues the past several years in getting the signing authority updated on our accounts as the process is complex and it has been difficult to complete all the steps due to the inability to complete the process in person with all Board Officers. We believe that having the Executive Director, Deputy Executive Director, Board President and Secretary/Treasurer still allows ample depth and fiscal oversight. We have reviewed the bylaws and this change will not impact them.

- Check Receiving and Deposit Procedures: There are now two methods for checks to be deposited into the bank account: mobile deposits and in-person bank deposits. The procedures for mobile deposits have been added. The check receiving and deposit procedures have also been updated to state that the Executive Director assumes the responsibilities of the Administrative Associate if the position is vacant.

**Board action required:** Approve the adoption of the Proposed Finance Manual Revisions.

**Advance CTE/The Center to Advance CTE  
FINANCIAL MANUAL  
Original Approved on October 22, 2018**

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**Advance CTE/The Center to Advance CTE Financial Policies and Procedures Manual**

**Introduction:**

The policies and procedures described in this manual provide guidance for any staff members who handle financial matters for Advance CTE/The Center to Advance Career Technical Education (Advance CTE/The Center). Advance CTE/The Center embraces high quality and ethical standards in all matters of its operations, especially its fiscal responsibilities.

Overall, financial matters are to be completed promptly and in a manner that assures completeness, accuracy and compliance with all applicable federal, state, and local statutes and regulations.

**Accountant Duties:**

As part of its fiduciary responsibility, as well as to ensure proper compliance with all applicable legal and accounting laws, regulations and codes, Advance CTE/The Center will retain an accounting firm. The firm shall provide expert advice and consultation on all fiscal matters and shall have the following duties: monthly reconciliation of all investment and bank statements, assist with audit preparation, 990 tax preparation, journal entry support, and other duties as assigned. The Finance/Audit Committee and Boards of Directors shall have direct access to the accountant.

**Finance Manager Duties:**

Advance CTE/The Center to Advance CTE has employed the services of a Finance Manager. The Finance Manager is responsible for ensuring all entries into the accounting software program are created completely and accurately. The Finance Manager is responsible for all accounts payable and receivable entries, monthly payroll and benefits entries, and the Executive Director's monthly Expense Reports. In addition, the Finance Manager stores all records in the online cloud storage system.

**Accounts Payable:**

The Executive Director or relevant project manager will initially receive all bills, verify them for accuracy and then approve payment. The Executive Director will approve all bills for payment before the bills are scanned to the Finance Manager for entry into the accounting software. The Finance Manager will save all bills and supporting documentation in company's cloud storage system.

All bills must be paid in a timely manner without incurring late fees. Once the approved bill is received by the Finance Manager, he/she will enter the bill into the accounting software program. To ensure accuracy, the Finance Manager should pay careful attention to the amount, payee, remittance address, expense category and project to which the expenses are charged. After the bill has been entered into the software and its accuracy verified, the Finance Manager will process the payment using the bill pay feature of the accounting software. The Secretary/Treasurer must approve all bills over \$10,000 prior to payment being processed. Payroll, benefits and rent expenses do not require approval by the Secretary/Treasurer each month as these are core operating costs and their aggregate expenses are approved by the annual budget.

## **Accounts Receivable:**

For all invoices except dues (which are governed by a separate policy), when the receivable exceeds 30 days past the due date and staff has received no communication from the company/individual as to the status of payment, staff will:

1. Email a copy of the outstanding invoice to the customer taking care to note PAST DUE in the topic of the email.
2. Should the customer not remit payment or respond to communications within 30 days after the emailed invoice, a hard copy of the invoice will be mailed and stamped PAST DUE.
3. Beyond 60 days past due and depending on the customer and the size of the outstanding payment, the Executive Director, or designated staff member, may call the customer to inquire as to status of payment.
4. The Executive Director shall review all outstanding accounts receivable at the end of each fiscal year to determine which invoices to write off.

## **Accounts Receivable – Miscellaneous:**

Staff often attend/present at events for which their travel will be reimbursed. The staff member will fill out the reimbursement form for the company we are to receive reimbursement from and scan a copy to the Finance Manager. The Finance Manager will create an accounts receivable invoice in QuickBooks Online that includes the reimbursement form and all receipts. The Finance Manager will submit the invoice to the company for reimbursement.

1. A copy of the reimbursement form and receipts must be provided for each item entered into *accounts receivable*, and shall be stored in the A/R miscellaneous file in the organization's cloud storage system.
2. When reimbursing the staff for travel in the accounting software, note name of company/organization in the description line with A/R noted next to the name of the company/organization. This is to quickly identify relevant reimbursable expenses associated with an event, vendor or organization.
3. A list of outstanding accounts receivable can be generated from the accounting software by running the reports.
4. A review of outstanding accounts receivable miscellaneous invoices should be conducted monthly by the Finance Manager.

## **Audit:**

As part of our continuous improvement process and ensuring that the Boards are meeting their fiduciary responsibilities, Advance CTE/The Center must undergo a full audit annually. The Finance/Audit Committee has recommended the following requirements for reviewing the current audit firm.

1. Maintain the RFP requirement to benchmark costs every five years. If the financial position of the organization changes substantially, or there is dissatisfaction with the firm's performance, benchmarking should be conducted on an as needed basis.
2. If engaging the same auditing firm for more than three consecutive years, request a partner rotation as early as every three years, if warranted, but a partner change is required after five consecutive years of engagement.
3. Based on these recommendations, an RFP will need to be issued in FY21 for price benchmarking purposes.

The goal is to conduct the prior year audit as close to the completion of a fiscal year as possible. Ideally, the draft audit report will be available to the Finance/Audit Committee by the end of the calendar year to review, approve and advance to the Advance CTE/The Center Boards for final approval. The draft audit report will be presented to the Advance CTE/The Center Boards by the Auditors during the January Board call. The audit should be finalized in time to submit the 990 tax forms by February 15, with an approved extension from the IRS. On the January Board calls, the Advance CTE/The Center Boards will be presented with the audit and management letter and final year-end financial statements. The Advance CTE/The Center Boards and Finance/Audit Committee shall have direct access to the auditors and accountant and may request to meet with them to review the audit/financial reports at any time.

Staff will work with the accountant and Finance Manager to prepare all required documents for the auditing firm. The Finance Manager will review all financial records and reports for accuracy prior to submission to the auditor. The primary contact for the auditor is the Finance Manager.

The auditing firm will present the draft audit to the Finance/Audit Committee. If there is a management letter, the Finance/Audit Committee will review the findings and develop a set of recommendations to be provided to the Advance CTE/The Center Boards for consideration and action.

### **Bank and Investment Reconciliations:**

To ensure appropriate internal controls, the accountant will, on a monthly basis, reconcile the Advance CTE/The Center bank and investment accounts. The accountants will provide copies of the original reports, as well as the reconciliation reports, investment spreadsheet, balance sheet and year-to-date profit and loss statements to the Executive Director for review.

### **Board meeting materials:**

At each meeting of the Board of Directors, not less than two times per year, the Board will be presented with the most up-to-date financial documents including a profit and loss statement, balance sheet, budget comparing actual income and expenses to the budget, and an investment summary. The Secretary/Treasurer will present the financial report to the Board of Directors. The Advance CTE Board of Directors shall receive a copy of all The Center financial documents, given the legal and related nature of the organizations.

### **Budget:**

Budgeting is a critical component of effective and efficient management of the organizations. The budget is an important management tool that should be actively used in decision-making throughout the year. Staff is responsible for creating a first draft of the proposed budget based on the projected program of work and historical expenditures. The budget proposals will include projected expenses contrasted with the current budget. Explanations for fluctuations in the recommended budget should be provided. The budget proposal will be presented to the Finance /Audit Committee for review and approval. If the Finance/Audit committee does not approve, modifications shall be made to the budget then returned to the committee for reconsideration. Upon approval, the Finance/Audit Committee will forward the budget to the appropriate Board of Directors for approval. Quarterly, budget reports (with supporting balance sheet and profit and loss statements) should be presented to the Finance/Audit Committee. As project plans are initiated, project-based budgets may be used and aligned to the overall organizational budget.

**Cash:**

When cash is received, a written receipt should be provided to the individual. This written receipt must be from a cashbook that allows a carbon copy to be retained. The individual providing the cash should initial the receipt prior to the receipt being removed from the cashbook, thereby their initial acknowledging the transmittal of cash to the organization. The receipt should indicate the date, amount of cash received, the person providing the cash, and the purpose for the transmittal of the cash.

The cash should be deposited into the bank as soon as possible, preferably within twenty-four hours of being received. If the cash is received while staff is at an off-site location, the cash should be placed in a safe deposit box until staff leaves the site.

When cash is deposited, the carbon copy of the written receipt from the cashbook should be scanned to the Finance Manager to be stored in the company's cloud storage system with the deposit documentation.

**Credit cards:**

Customers can pay invoices using a credit card. When an invoice is sent to a customer via the accounting software, it contains a link for the customer to securely pay using their credit card online. If a customer calls Advance CTE/The Center to pay their invoice, they should be transferred to the Finance Manager so he/she can assist the customer with payment. The accounting software stores all records of the transaction. Advance CTE/The Center does not retain copies of credit card numbers. Each month, the Finance Manager will appropriately categorize all credit card fees in the accounting software so they are applied to the appropriate budget account.

**Delegation of duties:**

It is important, given the staff size of Advance CTE/The Center, that responsibility for financial matters be shared for internal controls while also retaining a high degree of efficiency and quality. These staff responsibilities will be determined by the Executive Director, based on the workload and expertise of staff.

**Deposits:**

Deposits should be made in a timely manner but may need to be made more or less frequently when the volume or amount of checks warrants. The deposit procedures written in the attached Addendum A are to be followed as policy. During the reconciliation process, the accountant will assure that the deposit entered in the accounting software corresponds with what was deposited into the bank. The accountant will enter any transfer of funds or bank fees into the accounting software via journal entry. See deposit procedures-Addendum A.

**Expense reports:**

Staff shall prepare and submit expense reports in compliance with the approved reimbursement policy. The reports must include itemized receipts for all requested reimbursements. Scanned/digital copies of itemized receipts are acceptable. If travel is being reimbursed by another organization, then the staff member must retain their original receipts for six months to ensure they are not required by the reimbursing organization. Reports are submitted to the Executive Director for approval. Once approved, the Finance Manager will enter the expense reimbursement into the accounting software and process the payment via online bill pay. The expense report, receipts and approval will be stored online in the company's cloud



storage system.

The Executive Director's expense reports are reviewed for compliance by the Finance Manager, reconciling receipts with the report. Quarterly, the reports are emailed to the Executive Committee members for their review. Receipts are available to the Executive Committee upon request. Executive Committee members must acknowledge approval of the expense reports. All approval letters/emails are attached to the quarterly expense reports and filed. The schedule for distribution of the Executive Director's reports to the Executive Committee is July 31, October 31, January 31, and April 30.

**Fiscal year:**

Advance CTE/The Center's fiscal year is July 1 through June 30.

**Meeting registrations:**

Upon receipt of a meeting registration, in the [meetings@careertech.org](mailto:meetings@careertech.org) email box, the Finance Manager will invoice the meeting attendee and appropriately file the registration email once invoiced.

If a meeting attendee or sponsor has poor payment history, Advance CTE/The Center can request a credit card number at time of registration. Advance CTE/The Center will charge the card if payment has not been received within 30 days of the event.

**Membership Dues Invoices:**

See Board policy as reference.

Advance CTE has three types of membership: State Membership, Associate Membership and Organizational Membership. A state membership entitles a state, not an individual, membership status and benefits. Under this membership category, the State Director or designee receives membership benefits on behalf of that state, as well as up to four other members (see Board policy for more details).

An associate membership provides benefits for an individual. There is a two-tiered dues structure for associate members, one rate for state agency employees and one rate for all other individuals interested in being a member. The organizational membership provides for three individuals at the same company to receive membership benefits. Additional employees at the company will receive a reduced membership rate.

Early in the calendar year, staff will research the current Consumer Price Index. Per Board policy, this rate will be presented to the Executive Committee or Board of Directors for approval as the percentage the following year's state dues will increase. No later than February of each year, staff will send a dues chart to states indicating the increase for state dues the next membership year.

Advance CTE will issue dues invoices to members no later than mid-May of each year. Prior to invoicing, the Finance Manager should generate a report listing current members to ensure that the invoices accurately reflect the current and potential membership. Invoices should include the most up-to-date contact information. Each dues invoice should have a statement indicating dues are not tax-deductible.

After the Finance Manager generates the current list of members, a dues intent form is sent to each State CTE Director that is a current member. The dues intent form should provide a space for the State Director

to indicate the source of payment (Federal or Non-Federal). Once the dues intent form is returned to Advance CTE, the Finance Manager will send an invoice to the memb\

See the dues policy for schedule of collections. Purchase orders, intent forms or other relevant information related to the invoice should be saved in the company's cloud storage system.

When an invoice is paid, a copy of the check or other method of payment, such as a wire transfer, should be stored in the company's cloud storage system by the Finance Manager. A thank you email should be sent within five business days to the State CTE Director/associate member/organizational member upon receipt of their dues payment.

### **Payroll:**

The Executive Director shall be the primary contact for all payroll matters. All employees are paid twice a month. Refer to the Personnel Policies for guidance on payroll related items.

### **Purchase of products/supplies:**

When products or supplies are needed, the requestor should send an email to either the Finance Manager or Executive Director indicating the item(s), quantity, and cost. The Executive Director will review the request and, if approved, direct the Finance Manager to acquire the item(s). Upon receipt of the supplies the Administrative Associate, or person receiving the box, should verify the correct items have been received. If there are discrepancies, the receiver should notify Finance Manager. When product/supply purchases are made, the approval email, invoice, and receipt should be saved in the company's cloud storage system.

### **Signature Authority:**

The Executive Director and Deputy Executive Director has the authority to sign checks, contracts and legal documents on behalf of Advance CTE/The Center. At the start of each fiscal year, the Secretary/Treasurer and Board President will be added to all of the investment and bank accounts as authorized signers. Any officer that resigns or retires from the Board will have their signing authority revoked.

### **Secretary/Treasurer responsibilities:**

According to the organizational bylaws, " In his or her capacity as *Treasurer*, the Secretary/Treasurer shall present reports on the finances of the Corporation at Board of Directors meetings; present the annual budget for approval by the Board of Directors; serve as Chair of the Finance Committee; ensure that the minutes of the meetings of the members and the Board of Directors in one or more books provided for that purpose; see that all notices are duly given in accordance with the provisions of these Bylaws or as required by law; and in general perform all the duties incident to the office of Secretary/Treasurer and such other duties as from time to time may be assigned to him or her by the President or by the Board of Directors."

The Secretary/Treasurer has three primary roles:

1. Serve as an officer of Advance CTE and The Center.
2. Have charge, and custody of, and responsibility for all funds and securities of both Advance CTE and The Center.
3. Provide ongoing oversight of all aspects of the finances for both Advance CTE and The Center.

Specific Responsibilities include:

Chair the Advance CTE/The Center Finance/Audit Committee:

- Review and recommend approval of an annual operating budget.
- Regularly review financial reports.
- Ensure the maintenance of an appropriate capital structure.
- Oversee the management of organization-wide financial assets.
- Present all financial reports to the Advance CTE and The Center Boards of Directors and membership.
- Present minutes to the Advance CTE and The Center Boards of Directors and membership.
- Review and approve bills over \$10,000.
- Serve as a liaison to the ACTE Board of Directors.
- Review and recommend for approval all changes and updates to the finance policy.

### **Voided Checks:**

Voided checks are marked void in permanent ink/marker across check. The voided checks will be noted in the accounting software and soft copies of the voided checks will be stored in the company's cloud storage system.

### **Schedule of Regular of Activities**

#### **Daily:**

- Receive and record deposits
- Pay bills
- Update spreadsheets (e.g. registration, membership)

#### **Weekly:**

- Make deposits at bank
- Check and report bank balances/transfer funds as appropriate
- Reconcile A/R (misc., conference registrations, and dues)

#### **Bi-Monthly:**

- Process payroll and benefits
- Timesheet reconciliation

#### **Monthly:**

- Bank and investment reconciliations by accountant
- Payroll allocation entries made by Finance Manager

#### **Quarterly:**

- Executive Director's expense reports are sent to Executive Committee  
Finance/Audit Committee receives budget reports

### **Overview of Yearly Activities:**

January - determine CPI/dues increase for states; approve audit and 990s

February - notice of dues increase to states

Spring - Board of Directors' Meeting/Conference

May – All Dues invoices sent; beginning preparations year-end  
May/June – Budget development and approval  
July 1- Beginning of fiscal year; year-end turnover begins  
Fall -Board of Directors' Meeting/Conference and annual audit  
November - Tax returns due (unless extension has been approved by IRS for them to be paid by February 15)

### **Addendum A: Mail and Check Deposit Process:**

#### **MAIL RECEIVING PROCEDURE**

- Invoices/mail/checks directed to the company are opened by the Administrative Associate
- Administrative Associate should deliver mail and packages to the indicated recipient
- For mail directed to the Executive Director, the Administrative Associate should separate the mail into the following folders in the Executive Director's inbox
  - Invoices – all invoices pending approval for payment
  - Signature Required – Anything that is not an invoice that requires the signature of the Executive Director (e.g. contracts)
  - Scanned Invoices – Invoices that have been previously approved by the Executive Director and scanned to the Finance Manager
  - Invitations – Any document or communication that requests the Executive Director attend, speak at, or present at, an event
  - Miscellaneous – Copies of scanned checks (three hole-punched), anything that cannot be applied to another category
- If the Administrative Associate is out of the office or if the position is vacant, the Executive Director opens mail and scans all checks and approved invoices directly to the Finance Manager

#### **CHECK RECEIVING PROCEDURE – Receiving and Copying**

- Checks are received and opened by the Administrative Associate
- Checks, including the stub (if applicable) are scanned to the Finance Manager
- Finance Manager receives check scans and enters them into the accounting software
- A copy of the check is made (including the stub is not necessary), three-hole punched, initialed and dated by the Administrative Associate and put into the “Miscellaneous” folder in the Executive Director's inbox
- Checks are put into a manila folder in the safe, located in the IT closet, to await the weekly deposit
- If the Administrative Associate position is vacant, the Executive Director assumes these responsibilities.

#### **DEPOSIT PROCEDURE**

Checks are either deposited physically at the bank or via mobile banking. The deposit procedures are outlined below.

##### **Mobile Banking:**

- Executive Director scans checks into the mobile banking app and forwards a copy of the deposit confirmation to the Finance Manager
- Finance Manager enters the deposit into the accounting software program and saves a copy of the deposit confirmation to the organization's cloud storage system

### In-Person Bank Deposit:

- On day of deposit – Administrative Associate gathers the envelope with checks
- Executive Director reconciles the checks, copies and accounting software deposit summary
- Administrative Associate creates handwritten deposit slip based on deposit summary created by the accounting software and the checks that have been received
  - The deposit slip should match the checks to be deposited and the deposit summary
  - Double check the amounts of the checks against the deposit summary
  - If the Administrative Associate observes discrepancies, she/he will immediately notify the Executive Director or Finance Manager for correction or clarification
    - Possible errors:
      - Missing check
      - Check numbers do not match
      - Check amounts do not match
    - A copy of the deposit slip is made before the deposit is taken to the bank
    - Deposits are to be completed at least once a week, unless there are no funds to be deposited. The Administrative Associate should obtain deposit receipts from the bank
    - Once the deposit has been completed, the deposit summary, deposit slip, and bank deposit receipts are scanned to the Finance Manager for storing in the cloud storage system.
    - Once the deposit summary, deposit slip and the bank deposit receipt have been scanned to the Finance Manager, they should be filed under the appropriate month in the deposit binder, located in the IT closet.
    - If the Administrative Associate position is vacant, the Executive Director fulfills the duties of the Administrative Associate.

### Deposit Reconciliations

For mobile bank deposits, the Finance Manager compares the check to the deposit confirmation and bank account to confirm all information matches and the deposit was successfully made into the bank.

For in-person bank deposits, two different reconciliations happen. The two reconciliations are outlined below.

#### First Reconciliation (by deposit preparer)

- Administrative Associate compares copies of the checks with accounting software deposit summary and the handwritten deposit slip. All should match
  - If it does not match up, hold the deposit. The Administrative Associate will need to determine where the error occurred and determine the appropriate remedy

#### Second Reconciliation (by Finance Manager)

- After deposit is made – Deposit summary, deposit slip and bank deposit receipt are scanned to the Finance Manager. The Finance Manager will save a copy of each in the company's cloud storage system
- Finance Manager compares all checks copies with the accounting software deposit summary
  - Checking the amount reported on the accounting software deposit summary against the check amount
  - Verifying the check number using the check number entered on the deposit summary
  - The Executive Director is to be notified if any check/summary or any issues appear

## Career Clusters: Next Steps

Report submitted by Meghan Wills, Director of Strategic Initiatives

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Following the Advance CTE and The Center to Advance Boards of Directors' approval of the renewed purpose statement for The National Career Clusters<sup>®</sup> Framework (The Framework), we are moving into the next phase of work on The Framework.

Below are the objectives of *Advancing The Framework: A state-led crowdsourcing initiative focused on modernizing The National Career Clusters<sup>®</sup> Framework*:

- Understand who uses The Framework and how they perceive the purpose of The Framework;
- Gather feedback from users of The Framework about what is and isn't working with the current structure; and
- Solicit ideas to ensure The Framework is a modern construct, reflective of the future of work, and adaptable to the current and emerging needs of learners and the workplace.

Advance CTE developed the below renewed purpose statement for The National Career Clusters Framework, which was approved by the Advance CTE and The Center to Advance CTE Boards of Directors in September 2020:

*The National Career Clusters<sup>®</sup> Framework provides structural alignment and a common language to bridge education and work, empowering each learner to explore, decide and prepare for dynamic and evolving careers.*

The major upcoming activities in the project are below:

- By March 2021: Complete a community and stakeholder engagement effort to build support for the renewed purpose statement and the upcoming work to modernize The Framework
- By May 2021: Launch an “innovation portal” to solicit ideas for a reimagined Framework
- By August 2021: Review submitted ideas and select one (maybe two) for prototyping
- September 2021: Present prototype(s) to Advance CTE and Center to Advance CTE Boards of Directors for approval
- By September 2022: Turn the approved prototype into a fully fleshed out Framework; build support for the modernized Framework among the CTE community and stakeholders
- October 2022: Present revised Framework to Advance CTE and Center to Advance CTE Boards of Directors for approval
- By January 2023: Develop assets to support use of the modernized Framework
- February 2023: Launch the modernized National Career Clusters Framework

**Board Action Required:** Discussion.

Discussion questions:

1. Feedback on planned activities:
  - a. Do you have suggestions for individuals or organizations that should be on our “must engage” list as we plan our stakeholder and community engagement activities?
  - b. In response to the presentation that will provide more details, do you have questions or concerns about the pitch submission and prototype development process? For example, does the request to develop and submit a 5-minute video seem like something users of the Career Clusters would do?
  - c. Who should be involved in the process of reviewing ideas (pitches) that are submitted through the innovation portal? For example, state CTE leaders, other users of The Framework, or both?
  
2. Feedback on high-level timeline:
  - a. Do you have feedback on the sequencing and timing of the 2021 activities?
  - b. Do you have feedback on the longer-term timeline (2022-2023), particularly as you think ahead to development of your next Perkins state plans?