

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

Via Zoom

<https://us02web.zoom.us/j/84534505754?pwd=NG1rREZYMVFxU04zaEhVYnJ4Q3dJUT09>

**June 29, 2021**

**3:30- 4:00 p.m. EDT**

3:30 – 3:31 p.m.	Welcome	Sarah Heath <i>Page 1</i>
3:31 – 3:32 p.m.	Review and Approval of March 10, 2021 Minutes*	Laura Scheibe <i>Pages 2-5</i>
3:32 – 3:35 p.m.	Review and Approval of Modified Investment Policy Statement*	Krissy Haynes <i>Pages 6-12</i>
3:35 – 3:40 p.m.	Review and Approval of Proposed Revised Mission and Vision *	Kimberly Green
3:40– 3:55 p.m.	Review and Approval of Proposed Strategic Plan and Theory of Action*	Kimberly Green
3:55 - 4 p.m.	Update on Career Clusters Prototype	Kimberly Green

\* Denotes items that require a Board vote

**Joint Advance CTE/The Center to Advance CTE Board of Directors' Meeting**  
**MINUTES**  
March 10, 2021  
Zoom call

---

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

**STAFF:** Kimberly Green, Kate Kreamer, Austin Estes, Katie Fitzgerald, Krissy Haynes, Scott Stump

**Welcome:** Heath called the meeting to order at 3:05 p.m. ET, welcoming everyone to the Joint Advance CTE/The Center to Advance CTE Board Meeting.

Heath asked for approval of the meeting minutes from February 2, 2021, as presented.

**MOTION: To approve Advance CTE/The Center to Advance CTE minutes from February 2, 2021, as presented. Longhurst; Mack.**  
**MOTION APPROVED.**

Heath asked for approval of the Consent Agenda.

**MOTION: To approve Advance CTE/The Center to Advance CTE Consent Agenda. Scheibe; Raymond.**  
**MOTION APPROVED.**

**Development Update:** Kreamer gave an update on the organization's major activities. Kreamer stated that the organizations are continuing to diversify funding between grants and contracts. Between November 2020 and February 2021, there were 16 active grants and contracts, including a new \$1.25 million three-year grant with the ECMC Foundation. The grant work will create a cohort of future postsecondary state CTE leaders with a focus on diversifying the CTE leadership pipeline. Other new grants/contracts that were recently secured and launched include a contract with ACTE for work in Iowa and two College in High School Alliance (CHSA) subgrants. The PAYA grant was also extended an additional year. The Gates 2.0 grant has been extended through May 2021. There are active discussions with Gates around a Gates 3.0 grant which will continue the work of Gates 2.0 and focus on the vision, Career Clusters, and implementation supports.

Next, Kreamer reviewed how the grants align each strategy. The Equity Strategy is primarily supported by grants from Gates and Joyce; however, every grant has a strong equity lens.

The State Policy Strategy is supported by all the grants: JPMC, Gates, Joyce, and CHSA. The funding supports the Learning that Works Resource Center, state policy tracking, all major

publications, Perkins implementation resources and supports, Career Clusters and State of CTE report on early college in high school programs and policies.

The Federal Policy Strategy is supported primarily through Advance CTE member dues, but is also supported by the Lumina and CHSA grants.

The CTE Without Limits development and support strategy is supported by grants from Gates and Strada. This funding supports the vision development and release, tools to help members unpack and begin to implement the vision, and provides technical assistance to states that want to go farther, faster.

Finally, the Postsecondary CTE Strategy is supported by Lumina. This funding provides research and supports around leveraging area technical centers as well as economic recovery tools and supports.

**Strategic Plan Update:** Kreamer started by giving an update on the strategic plan progress, which is nearing the end of the three-year plan. The status reflects progress from November 2020 to February 2021. Each year the staff revisits all the activities of the strategic plan and revises them to raise the bar, which is why the status may not be green for all activities. The organization has continued to prioritize member supports and services and have moved much of the policy, technical assistance and partnerships from “progressing” to “solid” since the fall. The status of each strategy is listed below.

- **Strategic Priority 1 – High-quality State and Federal CTE Policy:** This strategy is mostly green as a lot of progress has been made over the past 3-4 months. A large number of publications have been released and there have been more requests for technical assistance. A lot of progress has also been made with the National Career Clusters® Framework.
- **Strategic Priority 2 – Professional Learning:** This strategic priority is also mostly green as it is a major priority of the organization. The number of workgroups, kitchen cabinets and ad-hoc opportunities continues to grow. The Virtual Learning strategy and Spring Meeting planning are helping to build strong professional learning opportunities. The ECMC grant will start building out the CTE leadership pipeline, which will allow this activity to turn green in the next few months.
- **Strategic Priority 3 – Visibility and Promotion of High-Quality CTE:** This strategic priority is mostly yellow. The delay in the communications research and technical assistance due to the COVID-19 pandemic has impacted this strategy but is getting back on track and will be green soon. New communications research around how to engage families and learners with a focus on marginalized communities will be released in April 2021. The Spring Meeting will have sessions that give a refresh on the tools that have been released. The vision has been an opportunity to strengthen the positioning and build the media strategy.

- Strategic Priority 4 - Partnerships: This strategic priority is green and yellow. A lot of gains have been made in the last 6 months with the Summit and the Vision, which now has 38 national organizations signed on to support it.
- Strategic Priority 5 – Processes and Protocols: This strategic priority is a mix of green, yellow, and orange. This priority has lagged as there has not been as much capacity put on this as strategy as has been done with the external facing work. The SOP Manual and internal knowledge management system still require quite a bit of work to be completed.

Next, Estes explained the dashboard, which evaluates data to determine the collective reach and impact of the organization. He then gave a snapshot on the organization's current status. He also said that the metrics and indicators will be revised within the dashboard to realign with the new strategic plan going forward.

Advance CTE's influence and impact on federal policy declined the last two quarters of FY20 due to COVID-19 since there were fewer engagements with Congress and the Administration.

The number of states receiving direct technical assistance from Advance CTE dipped due to the pandemic, but have since bounced back as the organization was able to successfully pivot to delivering technical assistance virtually. The annual member services survey revealed that more than half of states are working to replicate examples from the organization's publications.

Professional learning supports continue to strengthen. The webinar evaluation data is continuing to improve, which shows the usefulness and impact of the virtual learning strategy.

Member satisfaction and engagement has been strong, even through the pandemic. The number of states with low engagement scores has decreased, which means more states have been regularly engaging with Advance CTE. State Director satisfaction with the membership value continues to be 100 percent.

Advance CTE leadership in the field has been the most dramatically affected by the pandemic, but this is due to the metrics that are being used to evaluate the leadership rather than Advance CTE's actual influence or position in the field. Fewer conferences and presentations happened last year due to the pandemic, so there were fewer opportunities to get out into the field. However, this has been steadily increasing as more partners and members have been having more meetings. Fundraising/development, and media hits have been steady and minimally impacted by the pandemic. Advance CTE is still looked upon as a leader in the field. A good measure of Advance CTE's leadership that is not captured in the dashboard is by the number of partners that have signed onto *CTE Without Limits*.

Advance CTE's digital media reach declined slightly during the pandemic, as people were not visiting the website at the same frequency as they were before the pandemic. Advance CTE also didn't have as many releases at the end of FY20. Advance CTE's digital media reach is expected to climb now that there are several new releases coming out.

Partnerships were stable throughout the pandemic. Advance CTE continues to maintain a number of strong partnerships. Although the data looks the same, the relationships with the partners have become stronger throughout the pandemic.

There is currently insufficient data to measure processes. This will be enhanced and added to the dashboard in the future.

Estes opened up the floor to discussion. Kreamer asked if there were any priorities Advance CTE needs to attend to over the next three months and any place Advance CTE should be directing its attention and focus? Harris asked if there is a way to crosswalk the impact of the strategic actions against the larger backdrop of how students are doing (say, rolling up state Perkins plans on how many students have a career-themed experience and the impact on graduation/college going/attainment). Kreamer said that the organization has had the conversation, but have not done it in the past. Rhine advised against using Perkins as the metrics vary state to state and this requires a very consistent process. Heath said that taking care of the team is important and said they will give us the grace if we need to lean in more on Processes and Protocols. Safstrom agreed that taking care of the team will allow the organization to do great work.

Kreamer continues the discussion by asking what improvements can be made to the dashboard process. Scheibe suggested doing a regular version and a COVID version so that can build out standards and metrics that don't need to have an asterisk next to them indicating COVID-19. Rhine suggests using macro metrics that represent parallel grain sizes for what the organization wants external partners and the Board to see as the Federal and State Policy metrics represent a huge grain size versus the email open rate. Estes responded that the current dashboard does not differentiate by type of metric, but this is something we can look into and work towards. Green commented that this is an area we want to continue to refine.

**Other Items/Next Steps:** The Board Equity Training is April 30, 2021 from 2-5 p.m. ET via Zoom and the Board Strategic Planning Retreat is May 18-19, 2021 from 1-5 p.m. ET via Zoom.

**Heath adjourned the meeting at 3:57 p.m. ET.**

## Investment Policy Modification

Report prepared by Krissy Haynes, Finance & Operations Manager

---

The investment advisor, Mark Friese from Merrill Lynch, is proposing changes to the Advance CTE and The Center to Advance CTE investment policies. The investment policy statement gives the Board guidelines on how the organizations investments need to be divided up. There are three main categories: equity, equity income, and fixed income. Equity income is doing very well right now; however, fixed income has only a 0.4 percent rate of return currently, which is the lowest ever. Due to this, Friese recommends lowering the fixed income minimum to 10% from 30% so that there is latitude to adjust with the market. In turn, he proposes changing the maximum equity income to 70%. Here is a summary of the proposed changes:

### Current Investment Policy:

	<u>Minimum</u>	<u>Policy</u>	<u>Maximum</u>
Equity	20%	50%	75%
Equity Income	0%	10%	20%
Fixed Income	30%	40%	60%

### Proposed Investment Policy:

	<u>Minimum</u>	<u>Policy</u>	<u>Maximum</u>
Equity	20%	50%	75%
Equity Income	0%	10%	<b>70%</b>
Fixed Income	<b>10%</b>	40%	60%

This change does not increase any investment costs or increase the investment risk. This change just increases the range to make the necessary adjustments to the investments to be more in line with market performance.

**Board action required:**

*Approve investment policy modification.*

**NASDCTEc Board of Directors' Meeting**  
**INVESTMENT POLICY STATEMENT**  
**Approved on November 4, 2014**

---

I. Purpose of Statement

A. The purpose of this Statement of Investment Policy is to:

1. Establish and document the investment objectives, philosophy, policies, guidelines and goals.
2. Provide the Investment Manager with a written document of said investment objectives, philosophy, policies, guidelines and goals of the plan so that the Investment Manager clearly understands the investment philosophy of the Board of Trustees.
3. Clearly communicate to the Investment Manager its role and responsibilities in managing assets for the plan, including expected performance, risk tolerance, investment guidelines and communication with the Board or its designated representatives.

B. It is intended that this Statement provide meaningful guidance in the management of the plan's assets.

C. This statement will be reviewed, at a minimum, on an annual basis and will be revised if necessary.

II. Investment Objectives

- A. Preservation of Principal
- B. Seek to conserve and enhance the capital value within guidelines
- C. Achieve returns consistent with benchmark of investments

It is the intention of the trustees that the investment manager makes reasonable efforts to preserve the principal provided to them, but preservation of principal shall not be imposed on each individual investment. It is understood that there will be months and quarters in which a negative rate of return will be experienced.

III. TYPES OF ASSETS

In order to provide the investment manager with the freedom to invest in various types of assets, the following items are expressly approved for investment purposes:

- Common Stock
- Preferred Stock
- U.S. Government Securities
- Convertible Securities
- Bonds with an "A" or higher rating by Moody's and Standard & Poor's. i.e. Investment Grade Securities
- Money Market Funds

- Zero Coupon Bonds
- Certificates of Deposit

All assets selected for inclusion in the portfolio must have a readily ascertainable market value and must be readily marketable.

The following types of assets or transactions are expressly prohibited:

- Selling Short
- Commodities
- Options

#### INVESTMENT MARKET – ASSETS

All equity purchases should be made in highly liquid companies where the ability to gain a fair sales price at any time is assured. It is expected that all stock purchases could be made on the New York Stock Exchange, the American Stock Exchange or the “OTC” Exchange.

#### IV. Asset Allocation

A relatively passive approach should be taken to asset allocation. The Investment Manager should maintain the policy asset allocation listed below except for those occasions when the Investment Manager, in consultation with Executive Director and the NASDCTEc Executive Committee, assesses the equity and fixed income markets as extremely positive or negative.

Stated below is the policy asset allocation at market. This is the long-term asset allocation desired by the Board, which should approximate the actual average asset allocation over a three-to-five year period.

Also, stated are the maximum and minimum asset allocation levels at market for each asset category.

	<u>Minimum</u>	<u>Policy</u>	<u>Maximum</u>
Equity	20%	50%	75%
Equity Income	0%	10%	20%
Fixed Income	30%	40%	60%

#### Fixed Income

These guidelines and policies apply to fixed income securities with greater than one year to maturity.

The purpose of holding fixed income assets in the Plan is to provide income, help control the volatility of the rate of return of the total portfolio, and to preserve capital.

The minimum quality rating of any single fixed income security held in the Plan is “A” by Standard and Poor’s and “A” by Moody’s. If the rating of any bond should fall below either of these levels, the bond should be sold within 60 days of the date of the rating

change provided that the security is liquid and can be sold easily without significantly impacting the bond's price or hurting the performance of the total portfolio.

In addition there shall be a liquid reserve or money market account equal to at least (3) three months of anticipated expenses.

Asset allocation shall be reviewed and revised at least annually.

#### V. Investment Performance and Measurement

The investment performance of the portfolio shall be measured against appropriate benchmarks. Although investment objectives may not be achieved each quarter or each year, it is expected that they will be achieved over capital market cycles, which normally last over a three to five year period.

#### VI. Meetings & Reports

Statement of investment shall be provided monthly. Performance reports shall be provided at least annually. Meeting shall also be held periodically to discuss the outlook for the economy, and the securities market as they relate to investments. Changes to these general objectives and policies may only be made by mutual agreement, in writing

**NCTEF Board of Directors' Meeting**  
**INVESTMENT POLICY STATEMENT**  
**November 4, 2014**

I. Purpose of Statement

A. The purpose of this Statement of Investment Policy is to:

1. Establish and document the investment objectives, philosophy, policies, guidelines and goals.
2. Provide the Investment Manager with a written document of said investment objectives, philosophy, policies, guidelines and goals of the plan so that the Investment Manager clearly understands the investment philosophy of the Board of Trustees.
3. Clearly communicate to the Investment Manager its role and responsibilities in managing assets for the plan, including expected performance, risk tolerance, investment guidelines and communication with the Board or its designated representatives.

B. It is intended that this Statement provide meaningful guidance in the management of the plan's assets.

C. This statement will be reviewed, at a minimum, on an annual basis and will be revised if necessary.

II. Investment Objectives

- A. Preservation of Principal
- B. Seek to conserve and enhance the capital value within guidelines
- C. Achieve returns consistent with benchmark of investments

It is the intention of the trustees that the investment manager makes reasonable efforts to preserve the principal provided to them, but preservation of principal shall not be imposed on each individual investment. It is understood that there will be months and quarters in which a negative rate of return will be experienced.

### III. TYPES OF ASSETS

In order to provide the investment manager with the freedom to invest in various types of assets, the following items are expressly approved for investment purposes:

- Common Stock
- Preferred Stock
- U.S. Government Securities
- Convertible Securities
- Bonds with an “A” or higher rating by Moody’s and Standard & Poor’s. i.e. Investment Grade Securities
- Money Market Funds
- Zero Coupon Bonds
- Certificates of Deposit

All assets selected for inclusion in the portfolio must have a readily ascertainable market value and must be readily marketable.

The following types of assets or transactions are expressly prohibited:

- Selling Short
- Commodities
- Options

### INVESTMENT MARKET – ASSETS

All equity purchases should be made in highly liquid companies where the ability to gain a fair sales price at any time is assured. It is expected that all stock purchases could be made on the New York Stock Exchange, the American Stock Exchange or the “OTC” Exchange.

### IV. Asset Allocation

A relatively passive approach should be taken to asset allocation. The Investment Manager should maintain the policy asset allocation listed below except for those occasions when the Investment Manager, in consultation with Executive Director and the NASDCTEc Executive Committee, assesses the equity and fixed income markets as extremely positive or negative.

Stated below is the policy asset allocation at market. This is the long-term asset allocation desired by the Board, which should approximate the actual average asset allocation over a three-to-five year period.

Also, stated are the maximum and minimum asset allocation levels at market for each asset category.

	<u>Minimum</u>	<u>Policy</u>	<u>Maximum</u>
Equity	20%	50%	75%
Equity Income	0%	10%	20%
Fixed Income	30%	40%	60%

### Fixed Income

These guidelines and policies apply to fixed income securities with greater than one year to maturity.

The purpose of holding fixed income assets in the Plan is to provide income, help control the volatility of the rate of return of the total portfolio, and to preserve capital.

The minimum quality rating of any single fixed income security held in the Plan is “A” by Standard and Poor’s and “A” by Moody’s. If the rating of any bond should fall below either of these levels, the bond should be sold within 60 days of the date of the rating change provided that the security is liquid and can be sold easily without significantly impacting the bond’s price or hurting the performance of the total portfolio.

In addition there shall be a liquid reserve or money market account equal to at least (3) three months of anticipated expenses.

Asset allocation shall be reviewed and revised at least annually.

### V. Investment Performance and Measurement

The investment performance of the portfolio shall be measured against appropriate benchmarks. Although investment objectives may not be achieved each quarter or each year, it is expected that they will be achieved over capital market cycles, which normally last over a three to five year period.

### VI. Meetings & Reports

Statement of investment shall be provided monthly. Performance reports shall be provided at least annually. Meeting shall also be held periodically to discuss the outlook for the economy, and the securities market as they relate to investments. Changes to these general objectives and policies may only be made by mutual agreement, in writing