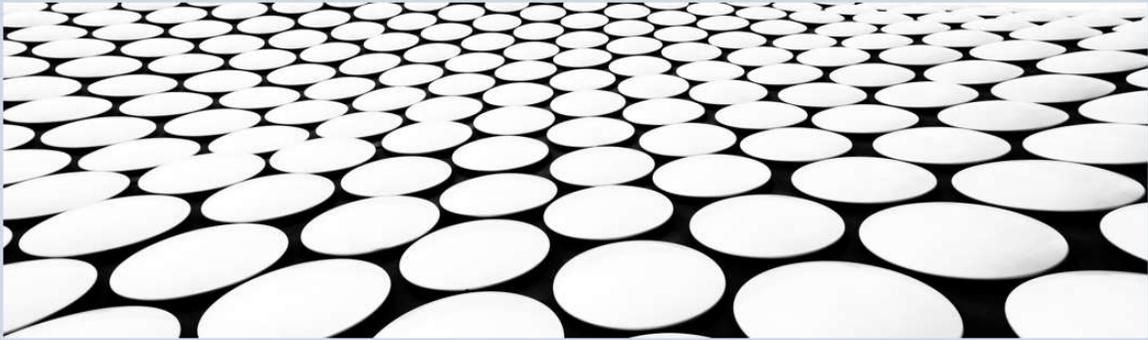




STATE LEADERSHIP TRAINING PROGRAM

MARCH 19, 2023 8 AM - 4 PM





AGENDA

8:00 – 8:30 a.m.	Welcome – <i>Kelli Diemer, Director of Membership</i> Welcome - <i>LeAnn Curry, ACTE Executive Director</i>
8:30 – 9:00 a.m.	Get to Know You Activity
9:00 – 10:00 a.m.	NC State Association Panel – John Kirkman, NCACTE Executive Director, and Trey Michael, Senior Director, Office of Career and Technical Education at the North Carolina Department of Public Instruction
10:00 – 10:30 a.m.	Table Discussion & Break
10:30 – 11:30 a.m.	Quality Association Standards
11:30 – 12:30 p.m.	Lunch Break (on your own)
12:30 – 1:30 p.m.	Tax and Legal Issues for Association Management – <i>Paula Goedert, Partner, Barnes & Thornburg LLP</i> (over zoom)
1:30 – 2:30 p.m.	Exploring Best Practices at Other State Associations
2:30 – 2:45 p.m.	Break
2:45 – 3:30 p.m.	Quality Association Standards
3:30 – 4:00 p.m.	Hot Topics at ACTE, Reflection & Wrap up

Kelli Diemer, Director of Membership

kdiemer@acteonline.org



LeAnn Curry, Executive Director of ACTE

lcurry@acteonline.org

John Kirkman, NCACTE Executive Director

ncacte18@gmail.com



Trey Michael, Senior Director,

Office of Career and Technical Education,

North Carolina Department of Public Instruction

trey.michael@dpi.nc.gov

Atkins “Trey” Michael is a lifelong North Carolina citizen and a champion for student success. Trey has served the Office of Career and Technical Education at the Department of Public Instruction for 22 years, including the last five as Senior Director. In these roles, he has worked with business and industry partners, teachers, local staff, and other state agencies to ensure students and teachers have the best tools possible to prepare students for success in the workforce and postsecondary education.

Paula Cozzi Goedert

Partner

paula.goedert@btlaw.com
312-214-5660
One North Wacker Drive
Suite 4400
Chicago, IL 60606-2833

1717 Pennsylvania Avenue N.W.
Suite 500
Washington, D.C. 20006-4623

Paula Cozzi Goedert is a partner in the Chicago office of Barnes & Thornburg LLP where she chairs the Associations and Foundations Practice Group. She concentrates her practice on the representation of non-profit organizations, including professional societies, trade associations, public charities and private foundations. Ms. Goedert was listed as a 2014 Leading Lawyer in Association and Non-Profit Law by Leading Lawyers Network. Since 2007, she has been listed in *The Best Lawyers in America*® in Non-Profit/Charities area. Ms. Goedert has also been named an *Illinois Super Lawyer*® every year since 2005 in the Non-Profit, Business/Corporate and Tax practice areas.

Ms. Goedert serves as general or lead counsel for many national associations including the American Architectural Manufacturers Association, the American College of Surgeons, the Bank Administration Institute, the National PTA and the American Library Association. She is a frequent lecturer and has authored many articles on non-profit and association topics including governance, antitrust, copyright issues, lobbying by exempt organizations, human resource issues, legal status of chapters and the unrelated business income tax.

Ms. Goedert was the recipient of the John C. Thiel Distinguished Service Award from Association Forum and was also named Associate Member of the Year. She received the President's Award from the Association Foundation Group. She has served on the Association Forum's board of directors, the board of the American Society of Association Executives Foundation and as Chairman of the Legal Section Council of the American Society of Association Executives. She served as a faculty member of DePaul University's association management program and was a member of the Rush Oak Park Hospital Board of Directors. She also served as a member of the Guild Board of the Lyric Opera.

Ms. Goedert earned her B.A. *summa cum laude* from Mundelein College and her J.D. *magna cum laude* from Northwestern University where she was named to the Order of the Coif and served as special projects editor for the *Northwestern Law Review*. She is admitted to practice in the state of Illinois and Washington, D.C.



Bar Admissions

Illinois, 1976
District of Columbia, 2010

Education

Northwestern University
(J.D., 1976), *magna cum laude*

Mundelein College (B.A.,
1973), *summa cum laude*



Notes Section:



SUMMARY OF THE QUALITY ASSOCIATION STANDARDS

1. **Mission, Goals, and Objectives-** The association must have adopted a current, clear and positive mission statement, goals and objectives. The association must be able to demonstrate how it presently fulfills its mission and meets its goals and general objectives as articulated in its strategic plan (long range plan). It must be able to show how it plans to achieve its general and specific objectives in the future.
2. **Governing Body, Officers, and Directors-** The governing body of the association represents major interests of the membership. Provision for periodic rotation of officers and directors is desirable. The roles of the officers and directors must be clearly defined and the manner in which they are fulfilling their functions demonstrated. Formal orientation procedures for governing body members are in place and regularly conducted.
3. **Organizational Structure and Documents-** The association must have Articles of Incorporation/Association and bylaws and demonstrate that it operates in conformance with federal and state laws. It must show that all pertinent documents are periodically reviewed, are consistent with one another, revised when necessary and that the association's organizational design and operations are in keeping with its constitution and bylaws or equivalent documents.
4. **Programs, Services, and Activities-** There must be evidence that the association's programs, services and activities meet member and other targeted groups' needs, are formally planned, funded, coordinated, implemented, monitored, and evaluated, and that sufficient human resources are available to implement, maintain and evaluate these programs, services and activities.

5. **Financial Planning and Reporting-** Financial planning must relate directly to the association's strategic plan and programming. The association must have realistic plans for developing income and controlling costs. It must present evidence of fiscal controls, a full-disclosure reporting system and an annual audit
6. **Membership Development and Retention-** The association must demonstrate that its current membership/potential membership ratio is reasonable. It must have an effective and continuing program of membership retention and recruitment.
7. **Communications-** The association must demonstrate that its external and internal communications are commensurate with membership needs, that they address the various audiences (publics) that influence the goals and objectives of the organization, and that the association utilizes technology as appropriate.
8. **Public Policy-** The association must demonstrate that it has established a list of clearly defined issues which are monitored regularly through analysis and reporting, and whose findings are communicated to the members and the outside public in a timely way. The association must show that there is adequate funding for a public policy program at all levels, that it is successful in gaining access to key decision makers, and that it has shown success in achieving its goals.
9. **Association Operations-** The association must have in place a workforce and systems to effectively operate the organization. The size, skills, and reporting relationships of the volunteer workforce or staff are directly related to the scope of services provided by the association. If paid staff is utilized there must be evidence of stability in staff, a clear organizational structure, and appropriate personnel practices. The association must demonstrate that it has in place a cohesive office automation plan, taking into account current as well as anticipated future needs. Such a plan should include provisions for data base management, accounting, and telecommunications, and must be appropriate for the size and scope of operation. Additionally, system procedures should be fully documented and secure from unauthorized access.

INVEST IN YOURSELF!

Join or renew your
ACTE membership at
acteonline.org/join

BUILD YOUR COMMUNITY

Engage with a global network of career and technical education professionals, state associations, corporate and affiliate partners and supporters

BE INFORMED

Stay in the know with the latest news and research

- *Techniques* magazine
- CTE fact sheets, infographics and research
- Weekly newsletter and member-only content
- Digital subscription to *CareerTech Update* and *STEM SmartBrief*

AMPLIFY YOUR VOICE

- CTE advocacy resources, tips and tools
- CTE Policy Watch Blog
- Legislative alerts

PROTECT YOURSELF

- ACTE members receive free AD&D insurance and access to several member insurance offerings, including professional liability and group term life, at competitive rates

EXPAND YOUR CTE KNOWLEDGE

- Access to member pricing to several ACTE events, including CareerTech VISION, the largest annual conference for career and technical educators
- High-quality CTE tools to enhance your CTE programming
- Extensive online learning via CTE Learn, webinars and special CTE workshops
- ShopACTE, your one-stop shop for CTE books and products
- Leadership development programs

AMPLIFY YOUR ACHIEVEMENTS

- Member recognition and awards program
- Member spotlights via ACTE communication channels

Follow us on social media

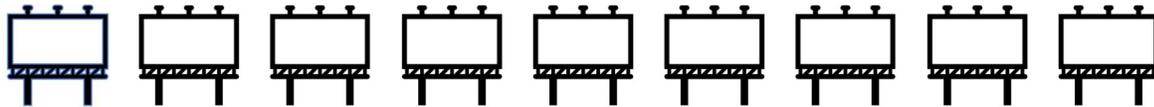
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CRITERION FOUR – PROGRAMS, SERVICES AND ACTIVITIES

There must be evidence that the association’s programs, services and activities meet member and other targeted groups’ needs, are formally planned, funded, coordinated, implemented, monitored, and evaluated, and that sufficient human resources are available to implement, maintain and evaluate these programs, services and activities.



1. What programs, services, and activities does your state association offer?

2. What program, services, or activities do your members (or potential members) want?

Tax and Legal Issues for Association Management –
Paula Goedert, Partner, Barnes & Thornburg LLP

CRITERION SIX – MEMBERSHIP DEVELOPMENT AND RETENTION

The association must demonstrate that its current membership/potential membership ratio is reasonable. It must have an effective and continuing program of membership retention and recruitment.



1. What is your membership promotion and retention plan?

Reflection and Sharing

Reflection is a critical analysis or thinking aimed at achieving a better understanding of one's thoughts and/or actions. Reflection allows us to analyze our experiences.

Reflection allows for acknowledgement of what went well and what could be done differently in the future. Reflection is a process of creating clarity that can be used in future planning, implementation and assessment of activities.

Please consider your state association in light of the training you received today. Think about which QAS area needs the most improvement in your state association. Use the following questions to guide your action planning:

1. What is the area in need of improvement (please be as specific as possible)?
2. What is currently being done in this area?
3. Complete the chart below in regard to the area of improvement:

What is working well:	What is not working:

4. How could the areas that are not working be improved upon?

5. How could this have been done differently?

6. What should I change or work on for next time?

7. What would be the first step?

8. How do I go about implementing the change?

