Information and Preview Application for Board of Directors Member-at-Large
(3-year terms beginning January 1, 2021)

We are honored that you are interested in serving on the Board of Directors of the Council for Exceptional Children (CEC). Directors guide CEC’s policy direction and strategic plan in an effort to ensure that we accomplish our mission.

As a professional association of educators dedicated to advancing the success of children with exceptionalities, we seek a board committed to our core values of visionary thinking, inclusiveness and integrity that reflects CEC’s view of diversity and the constituencies that we serve.

Thank you for considering a position on the Board of Directors and for the time and thought that you will put into this important aspect of building a stronger, more strategic board. This will help ensure that CEC has the capacity to advance its mission, and serve its members and the field, through its work in advocacy, standards and professional learning and practice.

Sincerely,
The Leadership Development Committee

In our sincere effort to successfully recruit a well-qualified and diverse slate of candidates, the Leadership Development Committee (LDC) has developed a comprehensive review and selection process. The process includes the following steps:

**Step 1**
All interested applicants should carefully review the following information about serving on the board and the full preview application to assess their realistic view of the knowledge, skills, time and commitment that board service will require.

Potential applicants are strongly encouraged to email Sharon Rodriguez (sharonr@cec.sped.org), Director of Governance and Executive Services, to indicate their intent to apply.

**Step 2**
Each applicant should then complete the electronic application in full. All application materials must be received no later than **3:00 p.m. EST, June 1, 2020**. Late or incomplete applications will not be considered. It is recommended that applicants request their two letters of recommendation as early as possible. See page 6 for further details.

**Step 3**
The LDC will carefully review and assess all applications against the rating rubric to develop a slate for advancing to an interview by June 23, 2020.

**Step 4**
All candidates will be notified of the status of their application by June 25, 2020.
Step 5  
Advancing candidates must sign up for an interview by June 30, 2020.

Step 5  
The LDC will conduct online (recorded) candidate interviews between July 6 and July 17, 2020.

Step 6  
The LDC will carefully review and assess all candidate interviews against the rating rubric to develop a final slate for election by August 4, 2020.

Step 6  
All candidates will be notified of the final status of their application. This will be completed by August 6, 2020.

Step 7  
Slated candidates’ photo, professional position and education information, and responses to candidate questions will be posted to CEC’s website prior to the start of the election.

Mission Statement:

The Council for Exceptional Children is a professional association of educators dedicated to advancing the success of children with exceptionalities. We accomplish our mission through advocacy, standards, and professional development.

Board Composition:

The board will consist of no fewer than 12 members and no more than 15. Of this number, the board may, in its sole discretion, appoint one but not more than three voting Thought Leaders to serve on the board. The board may appoint one but not more than three voting Thought Leaders to serve on the board each year. The process for selecting Though Leaders is completely separate from the process described in this document.

The board has the authority to determine annually the number of board members necessary to fulfill the mission of the organization based on a needs assessment conducted by the LDC.

Information About the Board of Directors:

The Board of Directors is the governing body of the association, responsible for the ultimate direction of the management of its affairs. The board is responsible for policymaking (left side of Board Role Continuum), while employees (and to a certain extent, officers) are responsible for executing day-to-day management (right side of Board Role Continuum) to implement board-made policy.
The board may delegate authority to act on its behalf to others, such as committees, but in such cases the board is still legally responsible for any actions taken by the committees or persons to whom it delegates authority.

The ultimate legal responsibility for the actions (and inactions) of the association rests with the board.

The board and the Executive Director must operate within a climate of mutual respect and transparency and recognition of the differences between their roles.

**Board Powers and Duties**

Directors have no inherent individual authority or power. Their authority and power is exercised collectively as a board. The Powers and Duties of the Board as contained in the Bylaws are:

- The Board of Directors shall supervise, control, and direct the affairs of the Council; determine its policies; actively execute its purposes; and shall have discretion in the disbursement of its funds. It may adopt such policies to conduct the Council’s business as it shall deem advisable, and may, in the execution of the powers granted, appoint such agents as it may deem necessary.

More specifically, these Powers and Duties include:
- determining the organization’s mission and purposes and advocating for them
- selecting the chief executive
- supporting and evaluating the chief executive
- ensuring effective planning
- monitoring and strengthening programs and services
- ensuring adequate financial resources (including approving the annual budget)
- protecting assets and providing financial oversight
- building and sustaining a competent and diverse board
- ensuring legal and ethical integrity
- enhancing the organization’s public standing

**General Individual Board Member Fiduciary Duties** (adapted from Tecker, Glenn. *The Will to Govern Well: Knowledge, Trust, and Nimbleness*. ASAE, 2010. Print.):

**Duty of Care**
- Be informed and ask questions.
The duty of care describes the level of competence that is expected of a board member and is commonly expressed as the “care that a prudent person would exercise in a like position and under similar circumstances.” This means that a board member owes the duty to exercise reasonable prudent care when he or she makes a decision as a steward of the organization.

Duty of Loyalty
- A standard of faithfulness; a board member must give undivided allegiance when making decisions affecting the organization.
- A board member can never use information obtained as a member for personal gain but must act in the best interest of the organization.
- Board members must comply with policies regarding code of conduct and ethical behavior.

Duty of Obedience
- Requires board members to be faithful to the organization’s mission.
- They are not permitted to act in a way that is inconsistent with the central goals of the organization.
- A basis for this rule lies in the public trust that the organization will manage donated funds to fulfill the organization’s mission.

CEC Board Member Responsibilities and Expectations

It is CEC’s policy (board-approved 9-13-2018) that, in discharging his/her duties and responsibilities and responsibilities, each individual board member is expected to:
- promote and protect the interests of the association
- represent the best interests of the membership in board dialogue and deliberations
- uphold the board’s and board member fiduciary responsibilities (the duties of loyalty, care and obedience)
- avoid conflicts of interest with respect to fiduciary responsibilities
- sign an annual conflict-of-interest disclosure and update it during the year if necessary, as well as disclose potential conflicts before meetings and actual conflicts during meetings
- follow the organization’s bylaws, policies, code of conduct, operational guidelines and standing rules
- not disclose information that is deemed confidential
- know the organization’s mission, programs, product lines and services
- understand the strategic plan and the needs of the organization
- leverage connections, networks, and resources to help achieve the organization’s mission
- support and protect a leadership culture that values all aspects of diversity
- actively help with board succession planning by identifying well-qualified and diverse potential leaders to strengthen the leadership pipeline
- prepare for, attend, and conscientiously participate in board and Representative Assembly meetings
- commit to learning about issues before the board
- commit to working effectively within a collective decision-making body
- be actively involved in deliberations and ask clarifying questions
- respect the opinions of other board members
- faithfully read and understand the organization’s financial statements and otherwise help the board to fulfill its fiduciary responsibility
- suggest agenda items for board meetings to ensure that significant matters are discussed
- make data-driven decisions based on information rather than opinion
• share accountability for achievement of common purpose
• support the majority decision on issues decided by the board
• provide input or assistance relative to board or organizational initiatives when requested by the President or Executive Director
• participate in board assessments
• participate in the evaluation of the executive director
• assume other responsibilities as may be assigned by the President
• understand the difference between the responsibilities of board members and staff

Information Regarding Board Service

The eligibility criteria for President Elect require that candidates must fulfill one of the following conditions:

• Be an existing board member having completed two years as a member of the board at the time of application (application during the third year of service), or
• Service on the board within the past five years.

Because of the small pool of candidates eligible to apply for president elect, all board applicants must understand their serious obligation, if called upon, to serve in this capacity.

Ethics and Code of Conduct: It is expected that the guidelines and practices related to Fiduciary Responsibilities, Conflict of Interest, Confidentiality, and Professional Judgment and Conduct set forth in CEC’s Ethics and Code of Conduct document (Code) will be followed by all members of the Board of Directors. This Code reflects the values to which CEC is committed on behalf of its members, customers and the profession. The intent of this Code is that each member of the Board will serve with integrity and conduct CEC’s business with the best interests of CEC and its members in mind. It is also expected that Board members follow the Operational Guidelines and Standing Rules.

Board Meetings: Board members are expected to be well-prepared for and participate in all meetings/conference calls/webinars and online discussions. The Board has up to four in-person meetings per year and several meetings via conference call/webinar. One of the in-person meetings is held at the Council's annual convention in January/February; other(s) are typically held on weekends at the Headquarters office, typically in April, July in conjunction with the Special Education Legislative Summit, and November.

Expenses: In order to attend the in-person meeting at the Convention, the registration fee is covered by CEC. Board members are expected to attend the Board meeting held in conjunction, typically the Tuesday afternoon/evening prior to the opening of the Convention. Also, as non-voting members of the Representative Assembly, they are expected to attend and fulfill responsibilities during that meeting on the Friday afternoon of convention.

Reimbursable expenses incurred in conjunction with travel to/from Board meetings include transportation, parking/tolls, lodging, mileage, and meals. Teachers serving on the Board are reimbursed for substitute teachers, if needed, to attend official meetings of the Board.

Further Information: For further information regarding composition, eligibility criteria for elected office, selection of members of the Board of Directors, terms of office and succession, powers and duties, meetings and validity of action, please see CEC's Bylaws.
Instructions:

Please read and follow all the directions below. You are unable to be considered as a possible candidate unless all materials have been submitted by the deadline of 3:00 pm Eastern, May 13, 2020. Late or incomplete applications will not be considered.

This preview is provided to help you prepare for completing the official, online application, which all candidates must complete. As an alternative for applicants requiring accessible materials, you may complete and submit this document by emailing it, and your supporting materials, to Sharon Rodriguez.

You should prepare complete responses to the application questions, then copy and paste them into the online application. If you log back in to complete the application once you have initially started, you will need to do so from the same computer. Email Sharon Rodriguez with questions about completing the application.

Guidelines for Letters of Recommendation:

Applicants for member-at-large are required to submit two letters of recommendation.

Who should write my letters of recommendation?
You should ask individuals who:
- understand the nature and mission of CEC, including at least one who is a member of CEC.
- have had multiple opportunities to observe you in leadership roles and can write, in specific and detailed terms, about your leadership skills and experience.
- have extensive leadership backgrounds and experience themselves and who are able to describe your ability to handle the responsibilities of the position you are seeking.

What should be included in letters of recommendation?
Letters of recommendation should disclose the nature of your relationship, as well as the specific situations and opportunities they have had to observe your leadership skills. Writers are encouraged to address the following:

- their judgment of your effectiveness in leadership positions.
- how your leadership qualities, personal and professional knowledge and experience would support your service on the Board of Directors;
- your ability to effectively collaborate and communicate with diverse people/groups;

Important Restrictions:
- Letters may not be submitted by current members of the CEC Board of Directors, Leadership Development Committee or staff.
- One letter signed by two or more individuals will count as only one letter.
- If more than the required number of letters are received, the first two received will be used.
Board of Directors Member-at-Large
Preview Application for 2021 Terms

Candidate Information
Full name
Other name or nickname you prefer to be called, if applicable
Preferred Email
Cell Phone #
Alternate Phone #
Preferred Address (include city, state/province or country and postal code)

I have read the preview application. Yes/No

Statement Length
The statement length indicates the expected length of responses. While it is acceptable to go slightly over or under, the general rule of thumb is to stay within 10% of the statement length. Responses that exceed more than 10% of the statement length will be scored only on the allowable excess.

Candidate Questions
1. What inspired you to apply to the Board of Directors? (Limit 150 words.)
2. Describe how your leadership experiences, professional or volunteer, have had an impact on fostering change. (Limit 250 words.)
3. People who apply to a Board of Directors usually stress their communication and collaboration skills. What three additional skills would you bring to the board and how do you believe they would be beneficial? (Limit 150 words)
4. What are your three major achievements and/or experiences that will help you be successful on the board and why? (Limit 150 words)
5. Other than time, what would the biggest challenge(s) be for serving on the board and how would you address this/these challenges?

Video Response
Please provide an "unlisted" video link (not "private") to the following question. For more information on setting your video privacy settings see click here. If you need additional assistance, please contact Robin Brewer.

Time limit: One minute.

You meet a non-member at a CEC event. How would you explain the value of CEC membership to that person?

Primary Professional Position
What is your current primary professional position?
Current Primary Position Title
Agency, Organization or Institution
City, State/Province, Country
Secondary Professional Position (if applicable)
What is your current secondary professional position?
Current Secondary Position Title
Agency, Organization or Institution
City, State/Province, Country

Education
List highest degree, major, granting institution and year received.

CEC Membership
Membership Number
Number years you have been a CEC member
Membership Type
Division Memberships

Diversity and Demographic Information
One of CEC's core values is Inclusiveness. We demonstrate this by a commitment to diversity, caring, and respect for the dignity and worth of all individuals. The CEC Board of Directors is committed to this core value.

Your responses to the following questions are optional and will not be scored by the Leadership Development Committee in its slating or published if you are slated for election. They will, however, help CEC in its ongoing efforts to ensure representation from diverse groups within its volunteer leadership.

Birth Year
1940s or earlier
1950s
1960s
1970s
1980s
1990s
2000s

Ethnicity (indicate all that apply)
American Indian, Alaska Native or First Nations
Asian
Black or African American
Hispanic, Latino/a or Spanish
Middle Eastern
Native Hawaiian or Pacific Islander
White
Other (Please specify)

Gender, Gender Identity or Sexual Orientation

Exceptionality/Disability

Country of Origin

Native Language
CEC defines diversity to include race, ethnicity, culture, language, age, (dis)abilities, family status/composition, gender identity and expression, sexual orientation, socioeconomic status, religious and spiritual values, geographic location, and country of origin.

Responses to the following question will not be scored by the Leadership Development Committee in its slating or published for candidates ultimately slated.

There is such a great range of individual backgrounds and experiences that cannot be easily conveyed by answering simple demographic questions. Given CEC's view of diversity, how do you describe your own diversity? (Limit 150 words.)

Other Optional Information:

What else about yourself or your experiences would you like the LDC to know? (Statement length: 150 words.)

Participation Agreement:

If elected:

1. I agree that as a member of the board, it will be my job to support the mission of CEC.
2. I will agree to attend board meetings regularly, be well-prepared (read materials prior to the meeting) and do my best to provide valuable input.
3. I will serve in a professional manner.
4. I understand it will be my role to collaborate at meetings through offering information and resources and participating in discussion (both via telephone and online).
5. I will treat members of the board with respect, valuing all opinions.
6. I will support all decisions put forth by the board and promoted by the organization.
7. Board communications should always be considered confidential and not shared outside the committee unless authorized by the Committee Chair to do so. I will adhere to communication policies established by the board.
8. I understand that if I fail to attend more than three of the scheduled meetings/calls/webinars (without cause, as determined by the President), I may be asked to step down.
9. I understand if I am unable or unwilling to abide by these terms, I will advise the President. A member of the Board of Directors may be removed by a two-thirds vote of the membership that elected such member or by a majority vote of the Board of Directors as permitted under the District of Columbia Nonprofit Corporation Act.

☐ I have read and understand the Participation Agreement and, if elected, I am willing to abide by terms/conditions thereof and fulfill all other obligations.

Availability Agreement:

Board members are expected to be well-prepared for and participate in all meetings/conference calls/webinars and online discussions. The Board has four in-person meetings per year and several meetings via conference call/webinar. One of the in-person meetings is held at the Council's annual convention in January/February; other(s) are typically held on weekends at the Headquarters office, typically in April, July in conjunction with the Special Education Legislative Summit, and November. In order to attend the January/February board meeting, the Convention registration fee is covered by CEC.
Board members are expected to attend the Board meeting on Tuesday afternoon/evening, as well as the Representative Assembly (RA) meeting, held on the Friday afternoon of the Convention.

☐ I have read and understand the Participation Agreement and, if elected, I am willing to attend all regular meetings of the Board of Directors.

**Supporting Documents:**

The following documents must be uploaded to the online application by **3:00 pm Eastern, May 13, 2020.** If you are unable to upload any of the required items, please email it/them to Sharon Rodriguez.

- A resume, not to exceed three pages.
- Two letters of recommendation.

**REMEMBER:**
- Letters may not be submitted by current members of the CEC Board of Directors, Leadership Development Committee or CEC staff.
- One letter signed by two or more individuals will count as only one letter.
- If more than the required number of letters are received, they will be used in your final application packet in the order received.
- A digital photo. A professional photograph is not necessary; a clear digital photograph will suffice (high resolution preferred). Only PNG, JPG, JPEG, GIF files are supported. File size limit is 16MB. Please be sure the name of your photo file contains your first and last name (e.g., Liz_Farrell.jpg).

**How did you hear about the opportunity to apply for the Board of Directors? (pick one)**

- Eblast
- Special Education Today
- CEC Social Media
- CEC Website
- CEC Community Posting
- Leadership Development Committee Member
- Another CEC Member
- Unit/Division Communication/Website