We are honored that you are interested in serving as member of the Leadership Development Committee (LDC).

As a professional association of educators dedicated to advancing the success of children with exceptionalities, we seek committee members 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 LDC and for the time and thought that you will be putting into this important aspect of building a stronger, more strategic board. This will help ensure that CEC has the capacity to serve its members and the field through its work in advocacy, standards and professional development.

Sincerely,
The Leadership Development Committee

In our sincere effort to successfully recruit a well-qualified and diverse slate of candidates, we have developed a comprehensive selection process. The process includes the following seven (7) steps:

**Step 1**  
All interested applicants should carefully review the following information about serving on the LDC and the full preview application (beginning on page 5) to assess their realistic view of the time and commitment that serving on the committee will require.

Potential applicants are strongly encouraged to email Sharon Rodriguez (sharonr@cec.sped.org), Governance Coordinator, to indicate their intent to apply.

**Step 2**  
Each applicant should complete the online application. All application materials must be received no later than 3:00 p.m. EST, Feb. 13, 2020. Incomplete and late applications will not be considered.

**Step 3**  
The LDC will carefully review and assess all applications against the rating rubric to develop a preliminary slate. This is scheduled to be completed March 10, 2020.

**Step 4**  
First round candidates will be contacted to schedule a brief interview with a member/members of the LDC.

**Step 3**  
Applicants will again be assessed against the rating rubric to develop a final slate for appointment by the Board of Directors at its meeting in April 2020. The board will be provided with candidates’ applications and resumes.

**Step 4**  
All candidates are scheduled to be notified of the status of their application by the end of April 2020.
Information About the Leadership Development Committee:

**Charge:** To identify, cultivate, recruit, and orient, a well-qualified and diverse pipeline of volunteer leaders for board and committee positions that are responsive to the current and future needs of CEC.

**Duties:**
- Conduct an annual needs assessment (through a third-party administrator) to determine board leadership needs.
- Assemble a confidential, ongoing list of prospective board and committee members that addresses the needs of the organization as determined by the gap analyses over several years.
- Cultivate and recruit a diverse pipeline of potential board and committee members.
- Provide to the board the names and qualifications of candidates for appointment to the board and as committee chairs.
- Provide to committee chairs, or chair designate where one exists, the names and qualifications of candidates for appointment of committees.
- Ensure orientation of new board and committee members each year.
- Prepare an annual schedule for board, standing and advisory committee member appointments.
- Review the basic responsibilities and “best practices” literature of nonprofit boards in order to identify or create training and assessment tools.
- Create a plan for ongoing leadership development for the board, the LDC, and standing and advisory committees.
- Produce and periodically update a leadership development curriculum for prospective board and committee members.
- The LDC will have a major commitment to and be accountable for ensuring diversity and inclusion through:
  - Planning: developing a detailed strategy and concrete goals, objectives, tasks, and timelines for putting its commitment into action.
  - Communicating: reaching out to CEC members from diverse groups to encourage participation in the leadership development program.
  - Assessing: measuring and reporting results on an annual basis.

**Composition:** The LDC shall consist of 9-11 members, at least three fourths of whom are CEC members. The total number shall include at least one thought leader, but not more than three, in voting positions. All members, other than thought leaders, should have CEC governance experience.

The Immediate Past President serves as an ex officio, non-voting member of the LDC.

Thought Leaders for the LDC come from outside CEC and can be from outside the field. They are individuals who bring expertise in the areas of volunteer recruitment, selection of board members, training volunteers (e.g., board), board development and assessment. Experience in leadership development within a non-profit environment is preferred, and may have a background in organizational leadership, succession planning and/or human resource development, depending on the needs of the LDC.

**Terms:** 3 years (staggered), with two consecutive terms maximum.

**Selection of LDC Members:** Members are selected by the Board of Directors, based on a slate of candidates developed by the LDC for board approval.

**Chair requirements:** The LDC chair must have experience as a CEC board member.
Eligibility/Requirements:

Candidates must:
- be an active member of CEC (other than thought leaders) for the past three years, with a minimum total of five years membership.
- not be a full- or part-time employee of CEC within the past three (3) years.
- not be a member of the Board of Directors at the beginning of the term of appointment.

All members, other than thought leaders, should have CEC governance experience.

LDC members will be drawn from the pool of candidates that have been recruited, vetted and recommended by the LDC based on established Knowledge, Skills and Abilities (KSAs).

Committee members must have the following KSAs:

Knowledge
- Be familiar with the association’s mission, values, and goals (strategic plan)
- Understand the specific responsibilities associated with the leadership positions to be slated
- Understand the roles and responsibilities of volunteers within the association
- Understand the association’s governance structure and policies
- Understand the association's programs and services
- Understand the needs of the association's members and stakeholders
- Understand the special education profession in different contexts
- Recognize and anticipate opportunities and threats in the special education field that may have direct implications for the association

Skills and Abilities

Strategic Thinking
- Ability to always keep the big picture in mind while paying attention to details
- Ability to think independently, grow in knowledge, and rely on data rather than opinions
- Ability to be goal and future oriented
- Ability to think critically, ask questions, and challenge opinions in delicate conversations
- Ability to understand issues from different perspectives
- Ability to understand and process large amounts of information (print, online, and oral) effectively and efficiently
- Ability to synthesize multiple viewpoints and incorporate them into sound decisions

Communication
- Ability to articulate ideas, opinions, rationales, and comments in a clear, concise, and logical manner for the needs of the audience
- Ability to effectively communicate with a culturally and linguistically diverse team of other committee members, leadership entities, CEC members, and CEC staff, orally and in writing
- Ability to achieve practical consensus in group discussions

Decision-Making
- Ability to execute due diligence in evaluating potential candidates
- Ability to use logic and reasoning to identify strengths and weaknesses of candidates
- Ability to make informed decisions efficiently and take action when needed
- Ability to be objective at all times about what is best for the whole of the association, rather than what is best for a particular constituency
Collaboration
• Ability to effectively collaborate as well as work independently and online
• Ability to interact with other committee members in a group setting, both contributing to and valuing the contributions of all members

Experience
• Has various leadership experiences within the profession and other professional associations
• Has experience with policies and procedures
• Has experiences interacting with ease with diverse special education professionals

Accountability: The LDC reports to the board quarterly.

Information Regarding Committee Service

Required Forms: Appointed committee members will be required to complete a Conflict of Interest, Disclosure and Confidentiality Agreement.

Committee Meetings: The LDC has a one-hour conference call every three weeks and two in-person meetings each year. One of the in-person meetings is held at CED’s annual convention; the other has been held in July.

NOTE: For 2020, this meeting is scheduled for July 24 – 26, with travel on July 23 and 26. Candidates appointed for terms beginning Sept. 1, 2020, should plan to attend this meeting.

Time Commitment: Committee members are expected to be well-prepared for and participate in all meetings/conference calls/webinars and online discussions. The time commitment, on average, is roughly 10-15 hours per month during a slower month and 15-20 during a heavier month (e.g., during the Call for Applications for the Board of Directors in order to review and rate applications).

Expenses: In order to attend the summer in-person meeting, CEC will cover travel-related expenses. Reimbursable expenses incurred in conjunction with travel to/from the July meeting includes transportation, parking/tolls, lodging, mileage, and meals. Teachers serving on the LDC are reimbursed for substitute teachers, if needed, to attend the summer meeting. Financial support for attending the convention is not available. If a member is unable to attend, there is an option to join via GoToMeeting.

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, Feb. 13, 2020.

This preview is provided to help you prepare for completing the official, online application, which all candidates must complete.

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 (sharonr@cec.sped.org) with questions about completing the application.

THE DEADLINE FOR RECEIPT OF ALL MATERIALS IS 3:00 p.m. EDT, Feb. 13, 2020. Incomplete applications or applications received after the deadline will not be considered.
Accessibility: As an alternative for applicants requiring accessible materials, you may complete and submit this Word document and email it to Sharon Rodriguez, along with the other required elements of the application. If you require any additional accommodation(s) in completing this application, please direct your inquiries to Sharon Rodriguez.
2020 Leadership Development Committee
Preview Application

**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)

**How did you hear about the opportunity to apply for the LDC? (pick one)**
Special Education Today
CEC Social Media
CEC Website
CEC Community Posting
Leadership Development Committee Member
Another CEC Member
Unit/Division Communication/Website

I have read the preview application. Yes/No

**Eligibility Criteria**
Candidates must:
- be an active member of CEC (other than thought leaders) for the past three years, with a minimum total of five years membership.
- not be a full- or part-time employee of CEC within the past three (3) years.
- not be a member of the Board of Directors at the beginning of the term of appointment.

All members, other than thought leaders, should have CEC governance (unit/division/CEC) experience.

I meet the eligibility criteria. 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 Statements** (Statement length: 250 words each)

Why are you interested in serving on the LDC?

Given the charge of the LDC, what is the most important attribute you would bring and why would it be valuable?

**Leadership Experience** (Statement length: 250 words each))

Describe your experience, professional and/or volunteer, with developing leaders OR leadership potential in others.
In addition to the experience(s) described in #10, describe (a) major achievement(s) and/or experience(s) that will help you be successful on the LDC and why.

Video Response

Please provide an "unlisted" video link (not "private") to the following question in the text box below. For more information on setting your video privacy settings see [click here](#). If you still need additional assistance, contact Robin Brewer.

You know a CEC member who you feel has leadership potential. In 100 words or less, explain the value of pursuing a leadership role within the organization (e.g., in a unit/division, on a committee, on the CEC Board of Directors, other) as if you were talking 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
State/Provincial Unit Membership
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 so, while your responses to the following questions are optional, they will help CEC in its ongoing efforts to ensure diversity within its volunteer leadership. Responses to the following questions will not be scored by the Leadership Development Committee in its slating or published for candidates ultimately slated.

Age Range (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
Native Hawaiian or Pacific Islander
White
Other (Please specify)
Gender, Gender Identity or Sexual Orientation

Exceptionality/Disability

Country of Origin

Native Language

CEC views 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. 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? (Statement length: 150 words.)

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

Supporting Documents:

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

- A resume, not to exceed three pages.
- 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).