

**COUNCIL FOR EXCEPTIONAL CHILDREN
BOARD OF DIRECTORS**

September 13, 2018

MINUTES

(Approved November 3, 2018)

1.0 Official Items

1.1 Call to Order

President Laurie VanderPloeg called to order the regular meeting of the Council for Exceptional Children Board of Directors at 6:32 p.m. EDT.

1.2 Record of Attendance; Determination of Quorum

Board Secretary Alexander T. Graham called the roll. A quorum of the following Directors was present:

Laurie VanderPloeg, President
Mary Lynn Boscardin, President Elect
Mikki Garcia, Immediate Past President
Jim McCormick, Treasurer
Tisa Aceves
Linda Balon-Smith
Julie Bost
Dennis Cavitt
Rafael CdeBaca
Barbara Hong
Angie Jasper
Danielle Kovach
Jenn Lesh
Kim Moffett
Diana Morales
Alexis Morgan
Woody Stout
Mickie Wong-Lo
Mitch Yell
Paul Zinni

1.3 Adoption of Board Business Meeting Agenda

MOTION: Kim Moffett moved to adopt the Board Business Meeting Agenda. Dennis Cavitt seconded.

Motion passed.

- 1.4 Adoption of Consent Agenda
 - 1.4.1 July 10, 2018 Minutes
 - 1.4.2 Canadian Committee Interim Report

MOTION: Mitch Yell moved to adopt the Consent Agenda. Dennis Cavitt seconded.

Motion passed.

2.0 Organizational Items

2.1 President's Report

President VanderPloeg provided the following updates:

She and Executive Director Alex Graham will be vendors at National Association of State Directors of Special Education (NASDSE) Conference, October 6-9. As such, they are allotted time to address the directors. They will speak about CEC's work on the High Leverage Practices (HLPs), including professional development opportunities around the HLPs. It is a valuable opportunity to engage with the state directors on this important topic to see where it might lead.

As well, President VanderPloeg will be attending the Missouri Council of Administrators of Special Education (MO-CASE) conference, September 24-26. She will host a session on leadership and address the importance of organizational membership and of engagement, especially around policy and advocacy.

2.2 Executive Director's Report

Executive Director Alex Graham provided the following updates:

District of Columbia Public Charter Schools (DCPSCS) – HLP Institute

DCPSCS has contracted with CEC to provide a custom training engagement for practitioners at district/school level, focused on effectively implementing the High Leverage Practices (HLPs) in the classroom; ultimately improving academic outcomes for students with exceptionalities.

The format of the training program has been customized based on the needs of DCPSCS. The program includes a host of pre-reading materials, half-day (3 hour) workshops and coordinating (online/synchronous) training/implementation engagements for the participants or "cohort." The contract value is approximately \$69,000.

National Committee on U.S.-China Relations NGO Exchange

CEC will welcome Tsai Sung-hua from October 13 to November 9. The National Committee will provide an administrative fee of \$1,000 to CEC in recognition of the effort of hosting Mr. Tsai. The purpose of this exchange is to share best practices of U.S. non-governmental organizations (NGOs) like CEC. Mr. Tsai currently works with an NGO in Taiwan that supports individuals with ADHD.

During his time with CEC, Mr. Tsai will be shadowing various staff in the areas of finance/administration, governance, membership, communications and public policy. CEC staff will also take Mr. Tsai to various

external meetings, including program site visits in public schools. Mr. Tsai will be a guest observer the November CEC board meeting and the Past-Presidents Forum.

I educate, I participate

CEC will initiate a web-based/social media campaign to encourage the field of special education to vote in 2018, get members motivated to support key issues that are critical to CEC's policy agenda, and engage non-members in the world of CEC. Audiences for the campaign are:

- Primary: Members of CEC (teachers in training, in-service teachers, administrators and teacher educators).
- Secondary: Non-members in the same professional roles as CEC members, individuals in related service positions in school districts who work with children with disabilities.

CEC will promote the campaign using board members proclaiming "I educate, I participate" in the CEC Community, cec.sped.org rotator, Special Education Today, the Policy Insider, and social media channels Facebook and LinkedIn. The campaign will run from September 17 to November 8.

National Center for Learning Disabilities (NCLD)

CEC staff has begun a series of meetings to develop a partnership with NCLD around their website Understood and their new initiative to provide resources to general educators around the needs of children with learning disabilities. Former CEC policy staff Lindsay Jones is leading the effort from the NCLD perspective to develop the relationship. NCLD is likely to be exhibiting at the convention and host two different sessions, as well as focus groups.

National Special Educator Administrators Training Program

CEC is the process of developing a rigorous professional development opportunity for aspiring Administrators of Special Education based on the proven format and curriculum currently being offered by the Virginia Department of Education's Aspiring Leaders program. Utilizing the core components of the Virginia Aspiring Leaders program, CEC will lead a partnership to translate aspects of proven leadership development content to an online, asynchronous format to increase accessibility, dissemination opportunities, longevity and engagement potential beyond the scope of the current program in the state of Virginia.

Using CECs Learning Management System (LMS) Topyx, a team of subject matter experts from CEC, NASDSE and CASE and instructional designers will design develop professional development online modules. CEC envisions a modular, systematic series of online learning modules that could be taken as stand-alone learning events and as a core component of the overall Leadership Development program for Administrators of Special Education. CEC further envisions that the project would be developed in partnership with the NASDSE and CASE. State directors of special education and CASE sub-divisions would be the delivery vehicle for the in-persona and soft skills portion of the program.

Special Education Legislative Summit – joint venture CEC-CASE

On August 23, Laurie VanderPloeg and Alex Graham met with CASE President Phyllis Wolfram and CASE Executive Director Luann Purcell to discuss the joint venture of the Special Education Legislative Summit.

The meeting focused on areas of differing working culture of the two organizations—CEC is volunteer led with strong support of professional staff, while CASE is volunteer led and relies heavily on volunteers to conduct events. While all parties agreed that the event was tremendously successful, there is room for improvement in terms of a recognition of the differing cultures.

As a result, CEC has prepared a joint venture agreement for CEC and CASE to sign that further defines the business issues and roles/responsibilities of each party. It is the strong recommendation of CEC's executive director that the agreement must be finalized and signed before CEC moves forward with the development of another summit.

Teacher Educator Division

CEC has been discussing a variety of support initiatives with TED in a fee-for-service model, including:

- CEC managing TEDs registration process for its 2019 conference
- CEC providing speaking proposals management for the 2019 conference using Attendee Interactive, CEC's conference and event management platform
- CEC's executive director supporting TED's strategic planning process beginning in January of 2019

Virginia Proposal for New Special Educators

CEC has submitted a proposal to the Virginia Department of Education to welcome 780 Virginia special educators with support and resources that effectively impact their first years in the classroom, ultimately improving outcomes for students with exceptionalities. These resources would include evidence-based practices combined with a state-wide and national peer network from the CED.

- A copy of CEC'S popular book *The Survival Guide for New Special Education Teachers*
- A 1-year Full Membership with CEC
- Exclusive professional development workshops offered in Richmond, VA on Saturday, December 8, 2018 (special VA group registration link and full list of available workshops to be provided)

The proposal value is approximately \$98,000. CEC is expecting to hear back from the state department of education following the review by the Virginia Secretary of State on September 18.

2.3 Treasurer's Report

Statement of Financial Position Highlights

- At the end of August 2018, CEC's cash balance is \$691K, up by approximately 14% from the year prior. CEC liquidated \$200K of investments in July (as previously approved by the Board of Directors) to maintain operating cash flow.
- Receivables are \$760K, steady with last year.
- Prepaid expenses are up by \$162K, or 131%, compared to last year. There have been increases in prepaid expenses due for future conventions as well as increased efficiency in categorizing such expenses.
- Long-Term Investments stand at \$2.2 million, down by 43% from last year. In November 2017, CEC liquidated \$1.8 million in investments to pay off its outstanding portfolio loan.
- Total assets at the end of August stand at \$6.5 million, down by 20% from last year. The decrease is primarily related to the liquidation of investments as noted above.
- Accounts payable at the end of August 2018 are \$251K, a decrease of 56% from last year. In 2017, there was a large payable related to an HLP dissemination event held in Chicago.

- Total Liabilities are down by approximately \$1.8 million, or 21%, from last year. The large decrease is primarily related to paying off the portfolio loan as noted above.
- Total Operating Net Assets at the end of August 2018 are \$3.3 million, down by approximately 4% compared to last year.

Statement of Activities Highlights

- Operating revenue through August 2018 is \$4.6 million, approximately 12% below YTD budget. Compared to a year ago, revenue is down by approximately 15%. The decrease is primarily related to declining membership revenue. Also, revenue of approximately \$380K from a CEEDAR grant was booked in 2017 which did not occur in 2018.
- Operating expenses at the end of August 2018 total \$4.4 million, approximately 10% below the YTD budget. Savings compared to budget from the convention as well as overall travel and marketing have kept total expenses below YTD budget.
- At the end of August 2018, CEC has a net operating surplus of \$239K, approximately 46% below the YTD budget.

Observations

Due primarily to declining membership dues revenue and low advertising revenue from Special Education Today (SET), CEC is currently projected to have an operating loss of \$200K by the end of 2018. Membership dues revenue through August is down by \$200K, or 16%, compared to last year. Advertising revenue from SET of \$14K has been booked through August, trending well below the annual budgeted revenue of \$200K.

Publications sales surged again in August to \$79K, the fourth consecutive single month record in a row. Further, LCE subscription sales have been increasing significantly over the past few months. Revenue from these subscriptions is recognized in increments over the life of the subscription, so the immediate effect of the sales is not yet apparent on CEC's income statement. However, CEC should see a significant increase in revenue from these subscriptions over the coming year. Cash sales from LCE subscriptions is up by \$70K from last year, a 32% increase. Publications and LCE sales have benefited from efficient advertising efforts.

CEC currently has an estimated 5.1 months reserves, up from 4.4 months at this time last year.

2.4 Board Responsibilities and Board Member Expectations Motion

MOTION: Mikki Garcia moved to adopt the presented board responsibilities and board member expectations for inclusion in CEC's Policy Manual in order to provide clarification of such, congruent with current and evolving need. Paul Zinni seconded.

Motion passed.

(The attachment to the motion is at the end of this document as Attachment A.)

2.5 Officer Roles and Responsibilities Motion

MOTION: Mikki Garcia moved to adopt the presented officer roles and responsibilities for inclusion in CEC's Policy Manual, in order to clarify the roles and responsibilities, congruent with current and evolving need, beyond the Powers and Duties of CEC officers contained in the Bylaws. Jim McCormick seconded.

Motion passed.

(The attachment to the motions is at the end of this document as Attachment B.)

2.6 Committee Rechartering Timeline Motion

MOTION: Mikki Garcia moved the motion that standing committees will submit recharter applications to the Board of Directors every five years and advisory committees every three years.

Further moved, to adopt the following timeline for submitting Committee Recharter Applications to the Board of Directors. Further details are provided on Attachment A. Paul Zinni seconded.

Committee	Recharter Application Due
Student Committee	November 2018
Diversity Committee	April 2019
Canadian Committee	April 2019
Finance and Audit Standing Committee	July 2019
Local Arrangements Committee	February 2020
Program Advisory Committee	February 2020
Honors Committee	April 2020
Yes I Can	April 2020
Professional Standards and Practice Committee	April 2021
Knowledge and Skills Subcommittee	April 2021
Representative Assembly Committee	November 2021
Leadership Development Committee	November 2022

Motion passed.

2.7 Student Committee Operating Cycle and Term Extension Motion

MOTION: Linda Balon-Smith moved to change the operating cycle of the Student Committee to July 1 – June 30.

Further moved, to extend the terms of current members of the Student Committee by six months through June 30, 2019. Jim McCormick seconded.

Motion passed.

2.8 Maltreatment Workgroup Final Report and Draft Policy Motion

MOTION: Tisa Aceves moved to approve CEC's Policy on the Prevention of and Response to Maltreatment, developed by the CEC Maltreatment Workgroup appointed by the CEC Board of Directors.

Further moved, that *TEACHING Exceptional Children (TEC)* and *Exceptional Children (EC)* journal editors, and Convention Program Advisory Chairs and Committee will provide recommendations as to how the maltreatment policy will be incorporated into their work, as well as into CEC's other professional development efforts (e.g., webinars).

Further moved, that CEC develop statements from the CEC President for distribution to the press and CEC Members.

Further moved, that CEC schedules and delivers a session on the maltreatment policy at the 2019 Convention in Indianapolis, Indiana.

Further moved, that CEC publish the policy through the *Policy Insider*, *Special Education Today*, and *TEACHING Exceptional Children*.

Further moved, that CEC disseminate the policy to Units, Divisions, and the IDC Maltreatment Workgroup encouraging further dissemination and use.

Mitch Yell seconded.

Motion passed.

2.9 IDC Report on Division Support of Student and Early Career Teachers Motion

MOTION: Dennis Cavitt moved to request that the Interdivisional Caucus (IDC) develop a report with recommendations to be submitted to the Board by December 2019 identifying how divisions can attract new teachers to the field and how they can address the needs of early career professionals. Kim Moffett seconded.

Motion passed.

3.0 Program Updates

3.1 Convention Update

Carol Serrano, Director of Conventions and Meetings, reported on the status of convention and full- and half-day workshop registrations (including new Saturday workshops), hotel reservations, expo booths reservations and showcase sessions, and program ad sales. Two sponsors have made verbal commitments.

Two organizations, the Indiana Council of Administrators of Special Education and the IEP Resource Center, will not hold their regularly-scheduled February events, but have, instead, endorsed CEC's Convention and are partnering with CEC to help promote it. They will be hosting

a few of their meetings during the week of Convention, and we are assisting with scheduling and locations.

The IEP Resource Center is co-sponsoring one of our workshops, Building a Solid Foundation for Inclusive Practices: Improving Outcomes for All Students, making it available at a special rate. As well, there will be post-event roundtable discussions.

We are trying to bring back recruiting to the Expo Center. Special promotions are taking place to drive this effort.

The “Teacher to Teacher” Call for Papers went out at the end of August, again beginning in the host state. Two weeks later, it opened in contiguous states. It will then go out broadly. 25 individuals will be selected to present.

3.2 Membership Update

Judy Harrison, Director of Membership, Marketing and Communications, reported the following:

2017 saw a healthy bump in membership retention rates, the monthly indicator of how many members are renewing their membership, rising from 59% to the mid-70s over the course of several months. This was due to successfully selling membership to lapsed members, reaching out to our customers who needed encouragement to take another step to become members, and reminding our current members to make sure they renewed.

More challenging was the process of keeping those members engaged, helping them develop loyalty to, and reliance on, CEC as their professional home.

CEC has a history of long time, loyal members who have stated on how CEC was there for them from the start of their career. It’s where they met their most treasured professional colleagues who became lifelong friends. It’s what kept them renewing year after year.

While that remains true for a lot of people, many of those long term, loyal members are retiring, while others are leaving the profession all together. In addition, CEC faces competition for members’ limited dollars, and for the means by which they find community as educators.

CEC remains the best place for special educators to find that community, coupled with trustworthy research, professional development, advocacy to support their profession and a place to contribute their own expertise and passion to the greater good.

Therefore, CEC will increase its retention efforts, while still maintaining efforts to get new members. We will be refocusing how our resources are spent to do that as efficiently as possible.

Current status:

At time of meeting: Total members 19,406

August retention rate: 59%

As of July 31: Revenue \$200,000 below budget YTD,
Expenses \$76,000 under budget YTD

Retention efforts will focus on welcoming new members (“onboarding”) and engagement strategies. These efforts will primarily come through communications via email, implementing new features of our database management system to personalize the messages based on the member’s activity with CEC.

We are also engaged in custom acquisition campaigns with CASE (78 return CEC/CASE members, to date), TED, DEC, DISES and Alberta CEC.

4.0 New Business

There was no new business.

5.0 For the Good of the Order and Adjournment (VanderPloeg)

MOTION: Jim McCormick moved to adjourn. Mitch Yell seconded.

Motion passed.

President Laurie VanderPloeg adjourned the meeting at 8:35.

**CEC Board of Directors
Voting Record - September 13, 2018**



Member	Motion	1.3 Agenda	1.4 Consent Agenda	2.4 Board/Member Resp. and Expectations	2.5 Officer Roles and Resp.	2.6 Committee Rechartering Timeline	2.7 Student Cmte Operating Cycle & Term Extension	2.8 Maltreatment Policy	2.9 IDC Report Student/Early Career Support	9.0 Adjourn
VanderPloeg		A	A	A	A	A	A	A	A	A
Boscardin		Y	Y	Y	Y	Y	Y	Y	Y	Y
Garcia		Y	Y	Y	Y	Y	Y	Y	Y	Y
McCormick		Y	Y	Y	Y	Y	Y	Y	Y	Y
Aceves		Y	Y	Y	Y	Y	Y	Y	Y	Y
Balon-Smith		Y	Y	Y	Y	Y	Y	Y	Y	Y
Bost		0	0	0	0	0	0	0	0	0
Cavitt		Y	Y	Y	Y	Y	Y	Y	Y	Y
CdeBaca		0	0	0	0	0	0	0	0	0
Hong		Y	Y	Y	Y	Y	Y	Y	Y	Y
Jasper		0	0	0	0	0	0	0	0	0
Kovach		Y	Y	Y	Y	Y	Y	Y	Y	Y
Lesh		0	0	0	0	0	0	0	0	0
Moffett		Y	Y	Y	Y	Y	Y	Y	Y	Y
Morales		Y	Y	Y	Y	Y	Y	Y	Y	Y
Morgan		Y	Y	Y	Y	Y	Y	Y	Y	Y
Stout		Y	Y	Y	Y	Y	Y	Y	Y	Y
Wong-Lo		Y	Y	Y	Y	Y	Y	Y	Y	Y
Yell		Y	Y	Y	Y	Y	Y	Y	Y	Y
Zinni		Y	Y	Y	Y	Y	Y	Y	Y	Y
YES (Y)		14	14	14	14	14	14	14	14	14
NO (N)		0	0	0	0	0	0	0	0	0
ABSTAIN (A)		1	1	1	1	1	1	1	1	1
ABSENT (0)		4	4	4	4	4	4	4	4	4
OUTCOME		P	P	P	P	P	P	P	P	P

Board and Board Member Responsibilities and Expectations

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 organizations 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

In discharging his/her 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

Roles and Responsibilities of CEC Officers

It is important to first distinguish between directors (board members) and officers. Generally, directors have no inherent individual authority or power. Their authority and power is exercised collectively as a board. Officers, on the other hand, are delegated certain authority and power, which may be spelled out either in the bylaws or a position/job description.

The board officers form a strong team for advancing an organization's mission and goals. While each position has distinct duties, they work most effectively in a collaborative manner for the benefit of the board, members and the association.

* Roles/responsibilities in bold are contained in the Bylaws.

	President Elect	President	Immediate Past President	Treasurer
Position Description	Automatically succeeds to the position of the president.	The chief elected officer of the organization, ensuring that the board fulfills its governance duties. The principal advocate for advancing the organization's mission and goals.	Supports the president and the president elect. An ambassador of the organization.	Responsible for overseeing the management of and reporting on the organization's finances.
Term	1 Year	1 Year	1 Year	3 Years
Ascension	Appointed by the Board	By Succession	By Succession	Appointed by the Board
Authority	Bylaws and Policies	Bylaws and Policies	Bylaws and Policies	Bylaws and Policies
Budget	None, other than in the role of a member of the FASC.	<ul style="list-style-type: none"> Require the Executive Director to operate within the budget of The Council as approved by the Board of Directors. Review all requests for subsidizing official board- 	None.	<ul style="list-style-type: none"> In conjunction with the Finance and Audit Standing Committee (FASC), review and then recommend action to the Board of Directors on the proposed

	President Elect	President	Immediate Past President	Treasurer
		established advisory committees and workgroup meetings and activities after consultation with the Executive Director and Treasurer.		budget as developed by CEC staff. <ul style="list-style-type: none"> • Present the annual budget to the board for approval.
Membership Interface	Serve as an ambassador to members and allied organizations when requested by the president.	<ul style="list-style-type: none"> • Primary communicator to the members. • Report annually to the Representative Assembly. 	Serve as an ambassador to members and allied organizations when requested by the president.	<ul style="list-style-type: none"> • Provide a financial overview (published) to the membership annually. • Report annually to the Representative Assembly on the financial status of the organization.
Staff Interaction	Collegial relationship with all staff.	Direct relationship with the executive director and professional relationship with staff.	Collegial relationship with all staff.	Direct relationship with CFO and collegial relationship with all staff.
Advisory Committee and Workgroups	Voting member of the Finance and Audit Standing Committee.	<ul style="list-style-type: none"> • Serves as an ex officio non-voting member of all appointive bodies or designate a member of the Board of Directors to serve as his/her designee. • Appoint committee chairs (except for Finance and Audit Standing Committee) from a slate recommended by the Leadership Development Committee (LDC), subject to approval by the board. 	Ex officio, non-voting member of the Leadership Development Committee (LDC).	Chair of the Finance and Audit Standing Committee (FASC).

	President Elect	President	Immediate Past President	Treasurer
		<ul style="list-style-type: none"> • Approve committee members* based on recommendation from committee chairs, or chairs-designate where one exists, from the slate provided by the LDC. * except for the LDC, which is appointed by the Board. • Review all requests for subsidizing official board-established advisory committees and workgroup meetings and activities after consultation with the Executive Director and Treasurer. • Appoint workgroup members, in consultation with the workgroup chair and Executive Director. • Require submission of committee interim and year-end reports and workgroup interim reports from chairs to be provided for board meetings. • Require submission of Committee Recharter Applications on a periodic basis (as per the Policy Manual) from chairs and staff liaisons. 		

	President Elect	President	Immediate Past President	Treasurer
Powers and Duties Contained in the Bylaws	<ul style="list-style-type: none"> • Serve as a voting member of the Board of Directors and the Representative Assembly. • Understand the responsibilities of the President and be able to perform these duties in the President's absence. • Serve in the President's place and with the President's authority in the case of that officer's absence, inability, or unwillingness to serve. • Succeed to the office of President and to fill the unexpired term of the President should such a vacancy occur. • Serve as a voting member of the Finance and Audit Standing Committee. 	<ul style="list-style-type: none"> • Serve as a voting member and presiding officer of the Board of Directors and the Representative Assembly. • Help guide organization's strategic planning and programming, in collaboration with the Executive Director. • Require the Executive Director to operate within the budget of The Council as approved by the Board of Directors. • Arrange meetings and develop agendas for the Board of Directors and Representative Assembly through the office of the Executive Director. • Review all requests for subsidizing official board-established advisory committees and workgroup meetings and activities after consultation with the Executive Director and Treasurer. • Appoint chairs of all advisory committees and workgroups of the Board of Directors, based upon candidates recommended by the Leadership Development Committee, 	<ul style="list-style-type: none"> • Serve as a voting member of the Board of Directors and as a non-voting member of the Representative Assembly. • Serve as ex officio, non-voting member of the Leadership Development Committee. • Serve in an advisory or consultative role as designated by the President. • Assume other responsibilities as may be assigned by the President. 	<ul style="list-style-type: none"> • Serve as a member of the Board of Directors and as a non-voting member of the Representative Assembly. • Serve as chair of the Finance and Audit Standing Committee. • Lead the Council in its financial planning activities. • Work with the chief executive and the chief financial officer to ensure that appropriate financial reports are made available to the board on a timely basis. • Manage the board's review of and action related to the board's financial responsibilities. • Present the annual budget to the board for approval.

	President Elect	President	Immediate Past President	Treasurer
		<p>subject to approval of the Board of Directors.</p> <ul style="list-style-type: none"> • Mentor the President Elect and other members of the Board of Directors. • Serve as an ex officio, non-voting member of all appointive bodies or designate a member of the Board of Directors to serve as his/her designee. • Serve as the official representative of CEC or, in consultation with the Executive Director, designate an alternate. • Oversee the evaluation of the Executive Director by the CEC officers, with input from members of the Board of Directors and senior staff. • Ensure an orderly transition of duties to the President Elect at the end of his/her term of office. • Assist the Executive Director in conducting new board member orientations. • Periodically consult with board members on their roles and help them assess their performance. 		

	President Elect	President	Immediate Past President	Treasurer
Other Responsibilities	<ul style="list-style-type: none"> Participate in monthly calls with the Executive Director and other officers. Participate in regular mentoring calls with the Immediate Past President. Become familiar with governing documents and strategic plan. Understand the responsibilities of the President and be able to perform these duties in the President's absence. Serve in the President's place and with the President's authority in the case of that officer's absence, inability, or unwillingness to serve. Succeed to the office of President and fill the unexpired term of the President should such a vacancy occur. Assume other responsibilities as may be assigned by the President. 	<ul style="list-style-type: none"> Participate in weekly calls with the Executive Director. Participate in monthly calls with the Executive Director and other officers. Facilitate all meetings of the board to encourage strategic dialogue and equal opportunity for input. Work to build consensus. Work in partnership with the executive officer to advance the mission and strategic goals of the organization. Ensure understanding of and compliance with all governing documents (articles, bylaws, policies). Ensure representation of the organization at appropriate times and meetings. 	<ul style="list-style-type: none"> Participate in monthly calls with the Executive Director and other officers. In collaboration/consultation with the President, serve as a general mentor to all board members. Serve as a mentor to the President Elect. Annually review and recommend changes, if any, to board and President Elect mentoring learning objectives and measurement metrics. Conduct board meeting assessments biannually (second and final in-person meetings). Conduct a board member self-assessment at least annually. Assist the President with the evaluation of the Executive Director. As an ex officio, non-voting member of the LDC, assist the chair of the LDC with preparing the annual report on CEC's volunteer leadership program. Conduct an annual board assessment for the LDC to 	<ul style="list-style-type: none"> Participate in monthly calls with the Executive Director and other officers. Lead the FASC in: reviewing monthly financial statements provided by CEC Staff; reviewing the annual budget developed by CEC staff, then recommending action to the Board of Directors. Review then make recommendations to the board regarding the results of the annual audit as provided by an external accounting firm. Monitor the investment performance and adherence to CEC's Investment Policy. Report annually to the Representative Assembly on the financial status of the organization. Oversee CEC's overall financial accountability on behalf of the general membership and provide a financial overview annually.

	President Elect	President	Immediate Past President	Treasurer
			<p>identify needed Knowledge, Skills and Abilities for future board recruitment.</p> <ul style="list-style-type: none"> Review prior board assessment results to identify opportunities for general board development. In collaboration with the Executive Director and CEC staff, assist with development of the Leadership Institute program and serve as host/emcee. In collaboration with the Executive Director, develop the agenda for the Past Presidents Forum and chair the meeting. 	<ul style="list-style-type: none"> Assume other responsibilities as may be assigned by the President.