

**COUNCIL FOR EXCEPTIONAL CHILDREN
BOARD OF DIRECTORS**

Minutes

January 23, 2021
(Approved April 17, 2021)

1.0 Call to Order and Official Items

1.1 Call to Order

President Dennis Cavitt called the regular meeting of the Council for Exceptional Children Board of Directors to order at 11:02 a.m. EST.

1.2 Record of Attendance and Determination of Quorum

Executive Director Chad Rummel called the roll. A quorum of the following Directors was present:

Dennis Cavitt
Danielle Kovach
Jennifer Lesh
Yvonne Bui
Tisa Aceves
Joy Banks
Tachelle Banks
Rosalind Hall
Will Hunter
Laural Jackson
Cindy Perras – joined at agenda item 3.4
Charmion Rush
Kareem Thompson
Ben Tillotson
Mitch Yell

1.3 Adoption of Agenda

MOTION: Rosalind Hall moved to adopt the Board Business Meeting Agenda. Laural Jackson seconded.

Motion passed.

1.4 Consent Agenda

- 1.4.1 November 14-15, 2020 Meeting Minutes
- 1.4.2 Committee Chairs Resolutions Online Voting Minutes – 12-2020
- 1.4.3 Committee Year-End and Interim Reports
 - 1.4.3.1 Finance and Audit Standing Committee (Year-End)
 - 1.4.3.2 Leadership Development Committee 2020 Annual Report
 - 1.4.3.3 Honors Committee (Year-End)

- 1.4.3.4 Policy Steering Committee (Year-End)
- 1.4.3.5 Professional Standards and Practice Committee (Year-End)
- 1.4.3.6 Representative Assembly Committee (Interim)
- 1.4.3.7 Student and Early Career Committee (Interim)
- 1.4.3.8 Yes I Can Committee (Year-End)

MOTION: Yvonne Bui moved to adopt the Consent Agenda. Laural Jackson seconded.

Motion passed.

2.0. Program Updates

2.1 Policy and Advocacy

Kuna Tavalin, Senior Policy and Advocacy Advisor, provided the following information:

Transition/New Administration

- Engaged with Biden Transition Team
 - Drafted priorities
 - Spoke with transition team member/friend Michael Yudin
 - Participated in meeting with the Department of Education’s Agency Response Team along with civil rights leaders
- Responded to the nomination of Dr. Cardona for Secretary of Education
- Drafted “soft” endorsement of nominee Cardona

Engaging with Partners

- Hill champions
 - House and Senate COVID-related IDEA funding champions
 - HELP Committee chair
- Division consultants for DEC, CASE, TED
- IDEA Full Funding Coalition
 - Tavalin will co-chair this coalition going forward

Upcoming Projects

- Ongoing work to influence a future COVID-19 relief package
- Ongoing support to strengthen grassroots advocacy/engage members in policy
- January 27 webinar
- Engaging with more CAN members
- Ongoing collaboration with the Policy Steering Committee
- Future Position Statements, etc.

2.2 Standards and Accreditation

Brad Duncan, Director of Standards and Accreditation, provided the following information:

Since November Board Meeting

- Standards & Program Review
 - Revisions to the program reviewer application
 - New online application submission
 - DEC Training 1/28

- Administrator Standards - Submission to CAEP July 1
 - CAEP has determined CEC should submit Clinical Standard request as part of full standards packet
- Accreditation
 - Weekly working meetings scheduled until March
 - Planning for March 15 Launch to begin accepting applications
 - Application for Accreditation
 - Program Report Templates
 - Policies, Procedures, Guidance documents
 - Potential to have first accredited programs by the end of 2021
- Program Reviews Submissions

	Fall 2019	Spring 2020	Fall 2020	Spring 2021*
Program Review Submissions	69 Programs 41 Institutions	39 Programs 22 Institutions	44 Programs 25 Institutions	18 Programs 11 Institutions

The deadline for submitting spring 2021 reports is March 15th.

Upcoming Projects

- February 1: Deadline for posting Fall 2020 national recognition decisions for 39 programs
- Training for program reviewers and programs submitting SPA Reports
 - Looking to shift to modules to segmented training in sections so reviewers can select what they need instead of full one day trainings for each set of standards
- Accreditation Commission preparing plans for volunteer selection and training; decision rules; continues to work on full policies and procedures; determining accreditation requirements; report templates
- Knowledge and Skills Subcommittee: specialty set alignment to revised standards
- Planning for updating additional standards
 - Advanced Standards for Special Educators
 - Form workgroup based on process outline in Framing Paper
 - Talented and Gifted (Initial & Advanced)
 - Division will be identifying potential workgroup(s)
 - Drafting MOU for Board review

2.3 Professional Development and Resources

Jennifer Bullock, Director of Professional Development and Resources, provided the following information:

Since November Board Meeting

- HLP Webinar series (12 webinars) completed
- Upcoming Webinar: What's Happening in Washington (1/27)
- 16 (virtual) Convention workshops open for registration
- Record high LCE sales/new accounts July-December
 - Curriculum update project underway (through 2021)

- 2020-2021 contract training programs underway
 - DC Public Charter School Board (completed 1/12)
 - Madonna Schools (final workshop 2/15)

Upcoming Projects

- LCE curriculum update: underway
- Expanding menu of offerings in 2021
 - Webinars
 - Asynchronous & Synchronous PD programs
 - Working with new SME groups to prioritize & design content
 - Contract training
- Plans to utilize content from virtual convention to create cohort-centric asynchronous programs in the LMS

2.4 Membership, Marketing and Communications

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

Since November Board Meeting

- Non-Member lead generation campaigns
- Leadership Institute sessions
- Website
 - Units & Divisions migration
 - OptIn Monster, a lead-generation plugin that allows creation and integration of email sign-up forms on a website.
- Membership is trending positive

Total Membership January 2020	Total Membership January 2021	Difference
19,274	19,633	+359

Basic	1856
Full	11,008
Premier	2879
Early Career - Basic	291
Early Career - Full	862
Early Career - Premier	17
Student - Basic	886
Student - Full	1680
Student - Premier	140

New Joins/month	
August '20	440
September '20	563
October '20	1,196
November '20	432
December '20	667

The October new joins include a new cohort of early career professionals supported by the Indiana Department of Education.

CEC's state partnerships include:

- Support and membership at deep discounts, with global, local, and state-wide resources, events, and professional networks of practitioners for career support for every educator registered.

- Critical data to capture demographic, satisfaction, professional needs, and training priority data.
 - Specially selected publications specially selected for your state’s professionals, plus subscriptions to our TEACHING Exceptional Children journal. Plus, hundreds more at discount prices from the CEC Store.
 - 24/7 real-time peer-to-peer support from our CECCommunity All-Member Forum, an online community of special education professionals.
 - Curated professional development provided by CEC’s renowned subject matter experts. Professional Development Hours (PDHs) available
- Social Media and Website Metrics

Channel	Followers	
	October 2020	January 2021
Facebook	50,094	50,906
Twitter	14,645	14,890
Instagram	1,563	1,667

exceptionalchildren.org	Sept./Oct '20 to now
Session Duration	increased
Visitors who exit quickly	increased
Number of pages visited/session	decreased

Total website page views since August 2020 launch: 823,081

Upcoming Projects

- Increase data analytics for
 - exceptionalchildren.org
 - Social media channels
 - Member engagement
- Continue Unit & Division site migrations
- Promote CEC2021

2.5 Component Services

Brannan Meyers, Director of Component Services, provided the following information:

Since November Board Meeting

- Assisting with updating unit websites
- Working on marketing grant for divisions
- Developing student cords for graduation
- Completing transition to TED Executive Director

Upcoming Projects

- Developing metrics to assess units

2.6 Convention

Carol Serrano, Director of Conventions and Meetings, provided the following information:

CEC L.I.V.E. Virtual Convention and Expo

- 2,335 registered attendees as of January 23.
- The Convention and Meetings team is working with presenters to get sessions recorded and reviewing the recordings;
- They are working with Membership, Marketing and Communications team on several eblasts, social media ads, and communications to members of the National Association of State Directors of Special Education, divisions, and units in an effort to boost registration.
- Attendees will receive an email from WHOVA (CEC's virtual platform) on March 4th with instructions for downloading the mobile/web app.
- "Presentations" are sessions that came through the Call for Papers, were reviewed and accepted. Most will be prerecorded and air at a specific date and time with speakers on hand to interact with attendees via chat and Q&A features of the app as their presentation is playing. The prerecorded presentations will be available for OnDemand viewing through May 31.
- There are 30 "Mainstage Presentations" chosen by the Program Chairs from the pool of accepted sessions addressing "hot" topics with an appeal to broad audiences. They have been prerecorded and will be pushed out "live" on Friday afternoon or Saturday, with the presenters online to interact with attendees through chat. They will also be available for OnDemand.
- There are three "Headliners" or "Keynote" sessions. The first is the opening session on Thursday, March 11, featuring Tyrone Howard; Adam Saenz is the second headliner on Friday, and the third, on Saturday, featuring Dan and Samuel Habib, is on Saturday immediately following the Yes I Can Awards Ceremony.
- The Expo (25 confirmed vendors), Technology Playground, CEC Bookstore, CEC Central, and Division Booths will all be features of the virtual event.

2.7 Publications

Al Rickard, Publications Manager, provided the following information:

Since November Board Meeting

- Published Jan-Feb 2021 TEC and Jan 2021 EC
- Added to the Store:
 - A Case Study Approach to Writing Individualized Special Education Documents: From Preschool to Graduation
 - Authors: Kathleen Boothe Andrea Hathcote
 - Target Audience: Special Education Teachers
 - Four Keynote Speaker Books
 - Tyrone Howard: *Why Race and Culture Matter in Schools: Closing the Achievement Gap in America's Classrooms*
 - Adam L. Saenz: *The Power of a Teacher* and *The EQ Intervention: Shaping a Self-Aware Generation Through Social and Emotional Learning*
 - Adam Saenz and Jeremy Dew: *Relationships That Work: Four Ways to Connect (and Set Boundaries) with Colleagues, Students, and Parents*

Upcoming Projects: Books in Progress

- Special Education: A Primer for School Board Members
 - Authors: David Bateman and Jennifer Cline
 - Target Audience: School Board Members and Administrators
 - Projected Publication Date: 2021
- A Practical Guide to Teaching Self-Determination Skills in Elementary School
 - Authors: Vickie Mitchell and Kendra Williams-Diehm
 - Target Audiences:
 - Elementary general education teachers
 - Special education teachers
 - Instructional Support Specialists
 - Behavior Specialists
 - Special Education Administrators
 - Institutions of Higher Education, teacher preparation programs
- Projected Publication Date: 2021

2.8 Finance and Operations

Craig Evans, CFO, and Director of Finance and Operations, provided the following information:

Since November Board Meeting

- Financial condition continues to be steady
- Cash flow remains stable
- PPP loan forgiveness with SBA; should be forgiven in next 60 days
- Biden administration proposing new stimulus; will monitor for new potential funding for CEC
- With election and inauguration complete, will work with financial advisor to begin moving funds back into stock market.
- Welcomed new member of Member Services team with departure of contractor.

Key Metrics

- Preliminary 2020 financial data shows net surplus of \$289K, well over budgeted surplus of \$50K.
- Surplus would have been greater by \$310K but could not recognize revenue from PPP Loan at year end. This will be recognized in 2021, boosting financial performance for this year.
- Surplus a result of financially successful Portland convention; significant reduction in overhead costs from new lease.

Upcoming Financial Considerations

- Financial challenges remain with uncertainty surrounding pandemic:
 - 2021 convention moved to virtual format; budgeting for much lower-than-normal surplus.
 - Longer term effects of state and local budgets on CEC still unknown.
- Reasons for Optimism:
 - 2020 surplus will bolster operations in 2021
 - 2021 virtual convention sales – still time to meet revenue budget
 - LCE sales are up significantly
 - New website has been generating membership traction
 - Possibility of 2nd round of government stimulus
 - Addition of Director of Strategic Partnerships should drive revenue

2.9 Governance and Executive Services

Sharon Rodriguez, Director of Governance and Executive Services, provided the following information:

Since November Board Meeting

- Executive Services
 - Held Past Presidents' Forum webinar 12/4
- Board of Directors
 - Completed new board member onboarding and orientations
 - Implemented new Policy and Advocacy orientation
 - New board member mentor assigned
 - Notice of 60-day comment period on proposed amendments to Bylaws regarding RA Recognitions closed on Jan. 6. Motion for final decision submitted to board for consideration on Jan. 23.
- Committees
 - Call for Committee Applications closed Nov. 24.
 - Appointments made to FASC, Honors Committee, PSC, PSPC and YIC.
- LDC
 - Meetings on 12/7 and 1/11
 - Completed revisions to LDC application and rating rubric.
 - Call for LDC Applications opened; closes 2/16
 - Developed and deployed the following surveys for the board:
 - Board Competencies
 - Board Application Questions
 - President Elect Application Questions
 - President Elect Interview Questions
 - Discussion and survey of LDC members on LDC minimum membership requirement
 - Chair and staff liaison met with ED and 2021 President and President Elect to discuss LDC roles in increasing teacher engagement
- Leadership Development Program Subcommittee (LDPS)
 - Members appointed
 - LDC and LDPS Chairs met 1/19 with Director of Component Services to identify and discuss intersections of work

Key Metrics

- 31 committee applications received
- 12 appointments made (including reappointments and one mid-term vacancy)
- 1 committee member removed (attended only one committee meeting during the year)
- 13 individual comments on bylaws received; 1 on behalf of a division (CEC-PD)

Upcoming Projects

- Board of Directors
 - Board meeting follow up
- Committees
 - Revise, as necessary, application for RA and Student & Early Career Committees and Student Rep to the RA.
 - Open call for applications for above committees and Student RA Rep.
- Leadership Development Committee
 - Revise PE and board application (and rubric) based on board surveys input
 - Leadership Development Program Subcommittee first meeting 1/25
 - LDC Call for Applications Closes 2/16
 - BoD Call for Applications launches after 2/16

2.10 Strategic Partnerships

Sharyn Weiss, Director of Strategic Partnerships, provided the following information:

- Goals
 - Grow non dues revenue stream
 - Adjust from transactional sales to strategic alliances
 - Strengthen and expand existing partnerships
 - Identify those who no longer partner, understand why, and as appropriate, reactivate
 - Create prospect list for future opportunities
 - Develop year-round revenue opportunities
- First 90 days
 - Build CRM (Customer Relationship Management) system
 - Familiarization with CEC staff, board and current offerings
 - Identify needs and create collateral; i.e.: contracts, proposals, prospectus, media kits
 - Introduction to current participating exhibitors
 - Support CEC L.I.V.E.
 - Planning sales strategy rollout for 2022 Convention/100 Year Anniversary following CEC L.I.V.E. 2021

Board Development: Review of 2020 Board Assessment (Unofficial Item)

The board recessed to review portions of the 2020 board assessment, administered by [BoardSource](#).

3.0 Organizational Items

3.1 President's Report

President Dennis Cavitt announced that he plans to appoint a workgroup to explore how to get members more engaged in the election.

3.2 Executive Director's Report

Executive Director Chad Rummel provided the following information:

- Staff has developed an “all-staff” goal for 2021. Specifically, do better at tracking data, monitoring data trends, reporting and sharing data across the organization, and making data-driven decisions to make CEC a stronger organization.
- He will be examining professional development needs for staff, and overall staffing relative to special education expertise needed within HQ.
- New Association Management Systems (AMS) are being explored as many processes in the current system are awkward and/or time-consuming.
- The move to a virtual convention has required an extraordinary amount of time. However, given the increased access to this premier professional development event, CEC will need to examine the possibility of adding an annual virtual convention, or virtual component of a live event.
- He has been meeting with many divisions, and some units, especially around conference planning, and will be speaking at the Kentucky and Michigan conferences.

3.3 Treasurer's Report / 2020 Year-End Financials

CFO Craig Evans reported the following financial statement analysis with budget for the twelve months ending December 31, 2020:

Statement of Financial Position Highlights

- As of December 31, 2020, CEC's cash balance is \$813K, down by \$284K, or 26%, from the prior year. The decrease is related to lower pricing for the upcoming virtual convention compared to the Portland convention the year prior. Lower revenue from the virtual convention was anticipated and factored into the 2021 budget.
- Accounts receivable are \$285K, down by 49% from last year. The decrease is related to aggressively pursuing outstanding payments due, writing off uncollectable receivables and lower pricing for the virtual convention.
- Prepaid expenses are \$428K, up by 5% from the previous year.
- Total property and equipment are \$312K, up 22% from the previous year. The increase is due to office system furniture erroneously written off in 2019, then added back in 2020. Also, the increase is related to CEC's new website, put into service in 2020.
- Investments stand at \$1.0 million up 3% compared to the prior year.
- Total assets stand at \$3.2 million, down by 15% from last year. The decrease is related to decreased cash and receivables noted above.
- Accounts payable are \$116K, down by 35% from the year prior. Overall expenses have decreased in 2020 because of economic slowdowns during the pandemic and lower expenses for the upcoming virtual convention compared to the Portland convention.
- Accounts payable to divisions is down 25% compared to the year prior. CEC has begun paying all divisions monthly whereas some divisions were paid quarterly last year, thus reducing the total amount payable.
- Loans, taxes, and refunds payable increased by \$303K over the prior year. The increase is primarily related to \$310K loan from the SBA as part of the CARES Act (Payroll Protection Program) to help maintain operations of small businesses and nonprofits during the pandemic-related economic slowdowns. Forgiveness of this loan is currently under review by the SBA.
- Deferred revenue is down by \$1.1 million, or 36% from last year. The decrease is related to (1) lower revenue from the virtual convention compared to the Portland convention and (2) membership dues booked at the end of 2019 included large state initiatives that were not booked again in 2020.
- Total Liabilities are \$3.2 million, down by 22% from the prior year.
- Total Net Assets are (\$20K), up by \$352K, or 95% from last year and highlight the financial turnaround and recovery of CEC during 2020.

Statement of Activities Highlights & Observations

CEC's cash flow and financial performance remain steady, despite the economic slowdowns during the pandemic. CEC's financial standing significantly increased in 2020 with a net operating surplus of \$284K compared to a net deficit of \$643K a year earlier. A significantly increased net surplus from the Portland convention in 2020 and lower overhead costs from the new office lease contribute to the turnaround. Further, overall contract services, travel and marketing costs are lower than budgeted due to pandemic-related slowdowns.

Membership dues revenue finished ahead of budget on an accrual basis by 3% and up from the prior year by 4%. Cash sales of membership dues is down by \$171K compared to last year as large state initiatives totaling \$236K were booked in 2019 but did not recur in 2020. This decrease in sales was factored into the 2021 budget.

The 2020 Convention held in Portland was financially successful, with a net surplus of \$1.4 million, which was \$436K ahead of the prior year.

Publication sales were hit hard during 2020 due to the pandemic, falling \$246K from the previous year and ending \$267K below budget. The sharp decrease in sales was offset somewhat by lower related expenses, which ended \$103K below budget. Revenue from CEC's journals were in-line with budget.

LCE subscription revenue ended \$53K below budget on an accrual basis. Cash sales, however, picked up in the second half of the year and ended approximately \$100K ahead of the prior year. The increased revenue from these sales will be mostly be recognized in 2021.

Overall, finances at CEC at the end of 2020 are stable. However, challenges lie on the horizon due to the uncertainty of continued strain on the economy from the pandemic. The greatest financial question for CEC surrounds the 2021 Convention, which has been changed from an in-person event to a virtual event. Lower revenue and surplus from the event were anticipated and budgeted for 2021 and the effects can currently be seen in CEC's lower cash and deferred revenue balances compared to the year prior. However, current projections indicate that CEC should be able to maintain steady operations during 2021 with the carry-over surplus from 2020.

3.4 Final Decision on Proposed Bylaws Amendment (RA Recognitions)

Motion: Yvonne Bui moved to remove item f. (To conduct recognition activities.) from Article X (Representative Assembly), Section 6. (Duties) of the Bylaws. Rosalind Hall seconded.

Motion passed.

3.5 Board of Directors Dual Roles Motion

3.6 Development Committee Charter Application

MOTION: Laural Jackson moved to approve the establishment of a Development Committee as per the charter application (attached). Ben Tillotson seconded.

Motion passed.

3.7 Publications Committee Charter Application

MOTION: Kareem Thompson moved to approve the establishment of a Publications Committee as per the charter application (attached). Mitch Yell seconded.

Motion passed.

4.0. Strategic Plan Review Planning

The current version of the strategic plan was developed in 2015/2016. The two goals are:

Goal 1 (Internal): Educators will be highly competent professionals entrusted to provide quality instruction that will enable all students to pursue their full potential.

Goal 2 (External): CEC will have the capacity and capabilities to lead the field of special education in advocacy, standards, and professional learning and practice.

Many of the “objectives” have been accomplished. Some of the “objectives” are actually “tactics.” The new plan should have higher level objectives and be less “operational.”

The following activities will be undertaken, with the goal of having a facilitated, in-person session in July 2021:

- Information gathering February – June
 - Members, Volunteer Leaders, Partner Organizations
- Three stages of data collection
 - “Big Ideas” Theme Review
 - Members, Volunteer Leaders, Partner Organizations
 - Theme Review
 - Small Focus Groups / Listening Sessions
 - Priorities
 - Focused Feedback from Target Groups (Divisions/Units)

The planned timeline follows:

Time	Item	Responsible
February	Short, open-ended “ideas” survey to all CEC contacts/members (Members, Volunteers, Partner Organizations)	Chad, Dennis, Sharon (input from Board)
March	Scrape themes from comments	Board Members
April 12-17	Focus Groups Held to get Feedback on Themes	Whole Board
April 18-30	Priorities developed from feedback	Officers
May	Division/Unit and other key constituents provide input	Chad, Sharon, Dennis
June	All input made available to Board members	Sharon, Chad
Mid-July	In-person facilitation held in DC	Board
Late July	First draft released to key constituents	Dennis, Chad, Sharon
August	Member version released	Dennis

5.0. New Business

MOTION: Cindy Perras moved that the President appoint an Election Engagement Workgroup (charge and deliverables TBD). Laural Jackson seconded.

Motion passed.

MOTION: Ben Tillotson moved to establish “Exceptional Teachers,” a new peer-reviewed repository for teachers It will be teacher-to-teacher and will also celebrate teachers who are “published” in it. Rosalind Hall seconded.

Motion passed.

6.0. For the Good of the Order and Adjournment

Without objection, President Cavitt adjourned the meeting at 4:05 pm ET.