

**COUNCIL FOR EXCEPTIONAL CHILDREN
BOARD OF DIRECTORS**

July 6 - 7, 2023

MINUTES

(Approved November 5, 2023)

Thursday, July 6, 2023

1.0 Official Items

1.1 Call to Order

President Andrea D. Jasper called the regular meeting of the Council for Exceptional Children Board of Directors to order at 1:08 p.m. ET.

1.2 Record of Attendance; Determination of Quorum

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

Angie Jasper, President
Kareem Thompson, President Elect
Danielle Kovach, Immediate Past President
Jennifer Lesh, Treasurer
Tisa Aceves
Anna Adl
Joy Banks
Sacha Cartagena
Ben Hicks
Kurt Hulett
Laural Jackson
Concetta Lewis
Charmion Rush
Zelphine Smith-Dixon
Ben Tillotson
Mitch Yell

1.3 Adoption of Board Business Meeting Agenda

MOTION: Laural Jackson moved to adopt the agenda.

Sacha Cartagena seconded.

Motion passed.

Unofficial Business: Mega Issue: Supporting Families

Discussion Questions

- How can CEC help our members better engage "with" families in schools, policy work, and research practice?
- What can CEC do to more intentionally engage "with" families as partners in our work?
- What's needed that's not currently being provided for families and in line with CEC's strategic plan?
- Related to this topic, what are some next steps CEC can engage in to move this work forward?

2.0 Mega Issue-Related Items

There were no board actions taken as a follow-up to the mega-issue discussion.

3.0 Strategic Plan

Executive Director, Chad Rummel, provided the following information on strategic plan deliverables:

Items in red are going to have costs associated with them												
Develop Framework for "TeachSped.org"		Create Student Teacher Support Steering Cmte	NCTM Workgroup	Explore Minority Leadership Program	Develop new plan for Affinity groups and place call	2022-3	Develop CAN Job Description			Place first three Units into Unit Advancement Program		Launch Member Onboarding Webinars
Create Content for TeachSped.org		Develop/Launch Student Teacher Support Program	Host Fall Conference on "Tier 1 Literacy"		Online training for new Affinity Groups	2022-4	Develop CAN Landing Page for Tools, Resources, Updates	Exhibit at NAGC, NASDSE, CASE, TED	Launch SpedWeek Resources (week of 12/2)	Place two additional Units into UAP	Develop List of Celebratory Days (AD)	
Collect TeachSped Testimonials at Convention		Deliver Student Teacher Support Program			1 activity per AG at Convention	2023-1					Work with DRC to develop Interdivisional Grant Program	
Launch TeachSped		Deliver Student Teacher Support Program				2023-2		Host Virtual Advocacy Day			Amp Up Teacher Appreciation Week	
Create/Launch YouTube Campaign	Create Mentoring Steering Cmte	Evaluate Student Teacher Support Program	Create Resources for Nationally Recognized/Accredited Programs	Explore "Culturally Responsive Education" Credential		2023-3	Monthly meetings with ED	Provide resources for chapters for recruitment	Establish "Listening Strategy" for Board and Staff		Develop Social Media Strategy/Action Plan	Implement Quarterly Membership Town Halls
Create TeachSped Recruitment Resources	Pilot EC Mentoring Program *by Units*	Explore Higher Ed Teacher Resources (with TED)	Host PD Fair	Explore Certificate Program for ALL School Personnel		2023-4			Audit Web for International-friendly language			Develop Media Relations Strategy/Action Plan
Host Virtual Career Fair for HS Students	Launch Monthly Research R2P Webinars based on TEC					2024-1						

4.0 Policy Items (Public or Operational)

No items were submitted.

5.0 Reports / Pro Forma Items

5.1 Unit Advancement Program (UAP) Update

Danielle Wieczorek, Component Services Manager, provided the following information on CEC's Unit Advance Program:

Purpose & Goals:

- Purpose: help units expand capacity to do more programming and state-level policy work
 - How: Provide Individualized Support to CEC Units
- Goals of UAP:
 - Increase membership engagement, retention, and recruitment through focused strategy
 - Support Board and volunteer management and engagement
 - Improve Unit Operations & Programming

How We Got Here:

- Staff Changes: Absence of staff support until component support roles made some "slip" in regard to operations, engagement and programming
- New Staff: Brannan Meyers was hired as Director of Component Services
- Support Requests: Leaders continuing to crave resources, templates, coaching, etc.
- More Support Needed: Identified that some units had a need for increased levels of support in these areas due to the absence of CEC-provided support over time
- New Staff Added: Addition of Danielle Wieczorek as Component Services Manager (CSM) role to combat these needs
- Units Identified: The UAP was developed by Danielle and program participants were selected and the program was launched in 2022

Support Provided:

- Virtual: All meetings are conducted virtually; no travel costs are associated with program
- Monthly Check-Ins: CSM meets with presidential line each month and is available to meet with chairs as needed
- Additional Support: CSM is available to meet with committees for special events/programs
- No Cost: CEC covers the cost for units to participate

Starting the Process:

- Unit Completes Matrix & Application
- Unit leaders meet with CSM to discuss application and establish priority areas of support
- Identify areas of focus, propose goals to presidential line for the duration of the program
- Onboard Unit leadership

Unit Performance Matrix:

A rating matrix (attached) was developed that assesses operational performance in the following areas:

- Strategic Plan
- Operations: Form 990, Non-Profit Status, Budget, Bylaws, Policy Manual, Operations Manual
- Board Management: Term Limits, Elections, Position Descriptions, Board Orientation, Use of Volunteer Square
- Professional Development: Unit-created Professional Development (PD) Programs and Resources. Use of CEC-Created Professional Development (PD) Programs and Resources
- Programming: Advocacy, Networking,
- Communications and Branding: Official CEC Logo, Communications Plan/Strategy, Branding, Website, Social Media, Member Communications
- Member Engagement: Renewals and Lapsed Members, Website Membership Registration Page, New Member Welcome Letters and Onboarding

Current Participants:

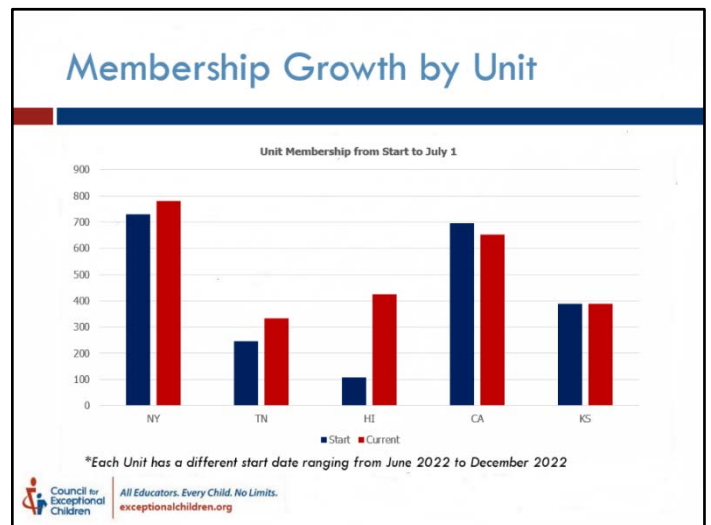
- Tennessee:
 - Strengthen volunteer resources & Board transitions
 - Offer Professional Development & Networking
 - Support local chapter program
- California:
 - Strengthen volunteer resources & Board transitions
 - Offer Professional Development & Networking
 - Support local chapter program
- Kansas:
 - Strengthen connection with current members
 - Improve reputation with potential new members
 - Hold more Professional Development opportunities
- Hawaii:
 - Create “community” with membership
 - Strengthen reputation with potential with state DOE
 - Increase communication with members
- New York:
 - Build Board of Directors
 - Create new partnerships/collaboration
 - Develop brand for website and social media

Primary Areas of Focus:

- Development of local chapters to overcome physical landscape of state
 - Resources, plans/reports, roll-out process
- Event planning support
 - Logistics, best practices, communication and surveys
- Media and communication
 - Newsletters, event/program promotion, website audit and updates
- Operations
 - Job descriptions, bylaw reviews, election support, resource development, budgeting
- Volunteer recruitment & retention
 - Volunteer pipeline development, board member succession planning/transitions, development of supporting operational documents, identify needs for new roles or committees
- Increase Unit’s credibility with members & non-members

UAP Membership Growth:

Overall Total 1950 -> 2580 --- 32% increase in new members since inception (630 new members)



Unit Successes:

- Increased visibility & strengthening reputation
 - TN – State Conference
 - NY – Conference (422 site visits, 241 program uses), social media and website development
 - HI – Newsletter, CEC23 gathering
 - CA – Mailer, developing communications
 - KS - PD Day promotion
- Increased member connection opportunities
 - HI – pre-con Webinar, started newsletter
 - NY – event hosting & sponsoring at non-CEC events, book club, volunteer recruitment
 - TN – Planning for regional chapters
- Board development & growth
 - NY – Recruited and retained 6 new board members; development of transition resources
 - TN – Board retreat

Additional Unit Support

- Revival of Units (Actively working with DC; Nevada is recruiting support)
- Postcards or event promotion
- Attendance at board meetings to review CEC resources and support available
- Launch of new chapter structures
- Resource development
- Job descriptions
- Unit Town Halls
- Policy and advocacy

Next Steps:

- Tracking of all Units
 - Targeted marketing/recruitment for UAP & office hours
- Building off-boarding for NYS CEC
 - Establishing follow-up meetings & touchpoints
 - Check-in with Matrix six months after roll off
- Hope to use Leadership Institute assessments to inform assessments of Units

5.2 Student Teacher Support Program Update

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

Purpose & Goal:

- Purpose:
 - To support Strategic Plan Goal #1 (prepare and retain a diverse and effective workforce)
- Tactic:
 - Complimentary 6-month CEC membership (including insurance)
 - Provide ongoing support throughout semester
- Goal:
 - Increase pre-service teachers in CEC
 - Support student teachers
 - Engage student members with CEC
 - Retain new members

First Cohort:

- 407 individuals joined the initial cohort
- First Cohort didn't have an external cost
- Fall Cohort will be \$15 per student for Insurance

Support Offered:

- Welcome Video
- Weekly Resources:
 - 12 weeks of information specific for students to supplement training
 - Materials sent to university advisor and cooperating teacher
- Online Community
- Virtual Townhall
- Access to Mentors

Goals for Fall 2023 Cohort:

- Increase Knowledge of CEC Resources
 - Utilize more of CEC's resources to showcase membership value (fewer made by workgroup)
- Networking
 - Increase utilization of online community
 - Engage Earlier
 - More virtual check-ins
- Supporting Mentors/Cooperating Teachers
 - Add materials for student teacher mentors
 - Consider a separate online community
- Retention
 - Work with CEC Membership Director to develop targeted campaign
 - Track better data, ROI for CEC

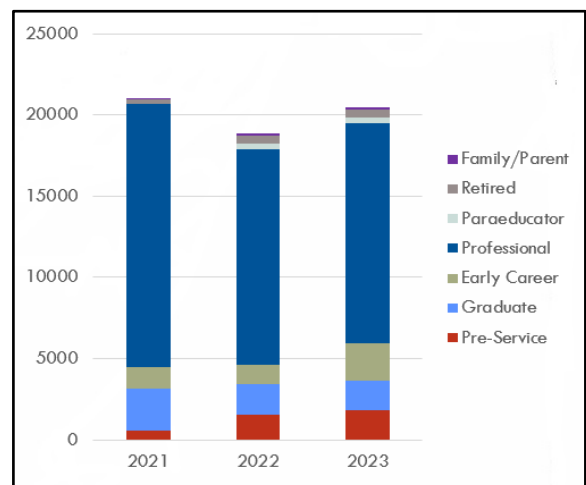
5.3 Engagement Update

Gennith Johnson, Chief Engagement Officer, provided the following information:

CEC Membership Breakdown by Year

The current membership count is 20,466. The majority of our membership continues to be professional members as the largest category followed by early career then graduate students. We did have an increase in pre-service members from the Student Teacher Workgroup Program.

- 3-Year Average: 20,081 members
 - 2021: 20,954
 - 2022: 18,824
 - 2023: 20,466
- 2023 Membership Count: 20,466
- Membership breakdown (% of total):
 - Pre-Service: 1,818 (6%)
 - Graduate: 1,796 (8.78%)
 - Early Career: 2,310 (11.29%)
 - Professional: 13,530 (68%)
 - Paraeducator: 365 (1.78%)
 - Retired: 527 (2.58%)
 - Family/Parent Affiliate: 120 (0.59%)



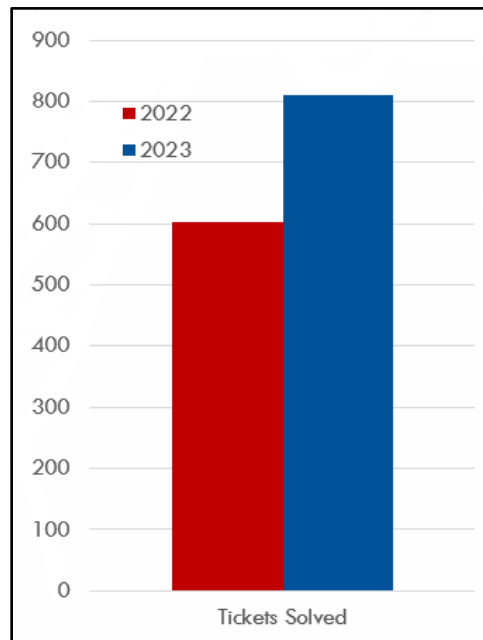
New Membership Initiatives

- EBG - MemberDeals is the industry leader that offers free perks with the brands you know and love with exclusive offers to partners like Disney and Universal. This includes discounts not available to the general public. We work with small and large organizations alike, including AAA, USAA, Sam’s Club and T-Mobile as some of our best-known partners.
- New onboarding/welcome emails to members are now set to be based on self-selected primary interest categories. This will enable us to deliver webinars, publications, journals, pitches to join Divisions, etc. all based on the members’ primary interest. This was done to show a stronger value proposition between CEC and our resources and how they directly support the member.
- Resumed the use of a printing service to reduce staff time and increase efficiency during membership renewal invoicing.
- We are now engaging more through social media with outreach to both members and non-members alike to encourage membership. An example of this is our current Summer Engagement Campaign, which is delivering information to help teachers be prepared for the fall semester with tools and resources to support them.
- Cross-selling and promoting membership in collaboration with professional development team. We are using member vs. non-member pricing and post-event outreach to encourage membership engagement and recruitment.
- Working on new campaigns that will capture those that did not join CEC for one reason or another. Whether it be that they just wanted access to a free program or they started to join and did not finish, we are developing campaigns to capture those individuals.

Member Services:

In fall 2022, the Member Services team implemented new customer service strategies with the addition of new staff.

- Solved Tickets: 35% increase
- Requestor Wait Time: 94% decrease



Diversity Committee:

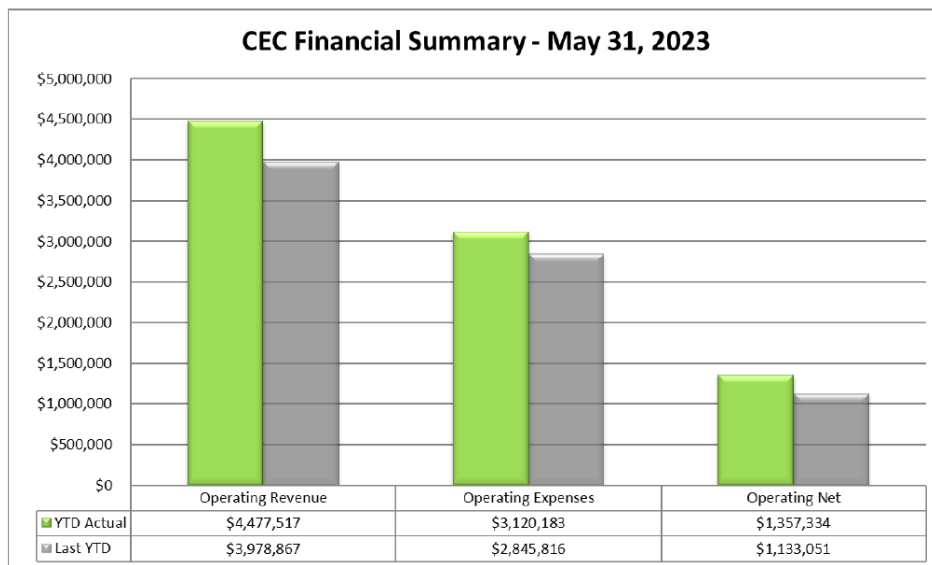
- 60+ applications received
- 6 committee members selected representing a variety of backgrounds and experience within DEIA.
- Representation from grad students, classroom teachers, administrators & faculty
- Additional members not selected are willing to serve for short term volunteer opportunities related to DEIA
- Next Steps:
 - Review Project 2020 Report
 - Kick off planning for Leadership Academy
 - Terminology Discussion

Racial Justice Grant:

- Provided grants up to \$1,000 (\$3,000 total) for initiatives engaging practioners, children/youth, families or other stakeholders with disabilities from minoritized groups.
- 18 applications were submitted
- 4 awards distributed
 - Breaking Down Language Barriers (\$1,000): Donna Heim, special education parent liaison, Crowley (TX) Independent School District
 - Implementing Multi-Tiered Language Curriculum for Native American Students (\$1,000): Sunaina Shenoy, Assistant Professor, Department of Special Education, University of New Mexico
 - Beyond With Books (\$500): Milsha Reid, Ph.D., Assistant Professor of Special Education, Education Department, Carlow University
 - Integrating Disability History & Disabled Identities in K-12 Curricula (\$500): Kathryn Meyer, 3rd year Ph.D. student, Boston University
- Will complete check-in survey this fall
- Recipients required to submit a post-activity report within 3 months of completion

5.4 Treasurer’s Report – May 2023 Financials

CFO Craig Evans reported the following financial statement analysis for the year ending May 31, 2023.



Key Highlights

- Operating Cash = \$1.5M
- Investment Reserves = \$940K
- Operating Net Surplus = \$1.4M
- Net Assets = \$1.5M

Major Revenue Centers	YTD Actual	% of Annual Budget
Convention	\$2,184,902	109%
Membership	\$930,265	49%
Partnerships (inc. Expo)	\$593,336	91%
Publications & Merch.	\$294,498	47%
LCE Subscriptions	\$141,142	41%
Professional Development	\$110,529	28%
Journals	\$59,163	32%
Component Services	\$66,284	43%
Total Revenue	\$4,477,517	70%
Total Expenses	\$3,120,183	49%

5.5 Consent Agenda

5.5.1 Board Meeting Minutes

5.5.1.1 March 1, 2023

5.5.1.2 May 24, 2023

5.5.1.3 April – June 2023 Online

5.5.2 Committee and Workgroup Reports

5.5.2.1 Finance & Audit Standing Committee (Interim)

5.5.2.2 Leadership Development Committee (Quarterly)

5.5.2.3 Development and Fundraising Committee (Interim)

5.5.2.4 Division Relations Committee (Interim)

5.5.2.5 Honors Committee (Interim)

5.5.2.6 Policy Steering Committee (Interim)

5.5.2.7 Professional Standards and Practice Committee (Interim)

5.5.2.8 Publications Committee (Interim)

5.5.2.9 Student and Early Career Committee (Year-End)

5.5.2.10 Yes I Can Committee (Interim)

5.5.2.11 Student Teacher Support Workgroup Update

5.5.2.12 Teacher Recruitment & Resources Workgroup Update

5.5.2.13 President's Report

5.5.2.14 Executive Director's Report

5.5.2.15 President Elect's Report (Thompson)

5.5.2.16 Immediate Past President's Report (Kovach)

MOTION: Mitch Yell moved to approve the consent agenda, with the Publications Committee report not being received.

Laural Jackson seconded.

MOTION PASSED.

5.6 Board Committee Liaison Updates (Verbal)

Board members were able to report on the activities of their respective committees.

The board went into recess at 5:13 p.m. ET.

Friday, July 7, 2023

1.0 Official Items

President Andrea D. Jasper called the regular meeting of the Council for Exceptional Children Board of Directors to order at 8:39 a.m. ET.

4.1 Record of Attendance; Determination of Quorum

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

Angie Jasper, President
Kareem Thompson, President Elect
Danielle Kovach, Immediate Past President
Jennifer Lesh, Treasurer
Tisa Aceves
Anna Adl
Joy Banks
Sacha Cartagena
Ben Hicks
Kurt Hulett
Laural Jackson
Concetta Lewis
Charmion Rush
Zelphine Smith-Dixon
Ben Tillotson
Mitch Yell

5.0 Reports / Pro Forma Items

5.7 Policy Update

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

Appropriations

- Fiscal Responsibility Act
This act increases the federal debt limit, establishes new discretionary spending limits, rescinds unobligated funds, expands work requirements for federal programs, and modifies other requirements related to the federal budget process.
 - Debt ceiling bill temporarily waives the debt limit
 - Impacts appropriations: spending frozen for Fiscal Year (FY) 2024

- Spending can only increase by 1% for FY 2025
- What this means for advocacy
 - Only top-line spending is frozen
 - Advocacy is critically important

Administration

Glenna Wright Gallo's nomination as Assistant Secretary for the Office of Special Education and Rehabilitative Services was confirmed. CEC has been vocal in support of her nomination. Executive Director, Chad Rummel, Associate Executive Director for Professional Affairs, Laurie VanderPloeg, and Kuan Tavalin, met with her on June 5th. She will be giving the opening keynote at the Special Education Legislative Summit on July 9th.

Recent External/Internal Actions

- In-person and virtual meetings with appropriators regarding:
 - CEC's appropriations priorities
 - IDEA funding
 - Educator quality funding
- Review and endorsement of bills:
 - IDEA Full Funding Act
 - Bills impacting shortages; students with disabilities
- Coalition Leadership
 - Department of Education staff at Coalition for Teaching Quality meeting
- Increased CAN Engagement
 - Topical sessions, increased communication
 - Five monthly deep-dive sessions on what it means to be a CAN coordinator

6.0 Discussion Items

6.1 Professional Development Update

Executive Director, Chad Rummel, provided an overview of a new program being rolled out called CEC Solutions, which is meant to provide enterprise solutions to schools, districts, and states in the areas of contract trainings, consultation, and speaking engagements. The Board discussed how the program can widen CEC's impact and create revenue for CEC. Rummel indicated the program could take up to two years to reach a break-even point.

6.2 Paraeducator Award Motion

MOTION: Kareem Thompson moved to approve establishing a Paraeducator Award, as recommended by the Honors Committee;

Further moved, that the criteria for the award shall be outlined by six standards identified from the National Resource Center for Paraprofessionals (<https://nrcpara.org/>) Model; and

Further moved, that the Honors Committee has the authority to give up to three Paraeducator Awards annually or opt not to grant the award in any given year.

Because this was a motion from a committee, no second was necessary.

Motion passed.

6.3 DLL Legacy Proclamation and Necrology Committee Recognition Funds Motion

The motion was tabled motion due to a concern. Immediate Past President, Danielle Kovach, will contact the committee chair for clarification.

6.4 Interdivisional Grant Program

The Division Grant Program is intended to foster collaboration among, and engagement within, divisions in order to enhance their viability and, potentially, attract and retain members. In addition, the creation of resources for CEC to share with the entire community will strengthen CEC's ability to support members.

MOTION: Sacha Cartagena moved to approve providing \$20,000 in funding to support a minimum of two grants (up to \$10,000 each) for fiscal year 2024 (per the proposal provided), as recommended by the Division Relations Committee, and that renewal of the grant may be requested following DRC and Board review of the program after one year.

Because this was a motion from a committee, no second was necessary.

Motion passed.

7.0 Executive Session – President Elect Interviews

The board went into executive session at 10:00 a.m. to conduct interviews of two candidates for president elect and came out of executive session at 11:20 a.m.

Julie Bost was appointed to the position of president elect for 2024.

8.0 New Business

The board discussed the Publications Committee Interim Report.

9.0 For the Good of the Order and Adjournment

Without objection, President Jasper adjourned the meeting at 11:50 a.m. ET.

**CEC Board of Directors
Voting Record
July 6-7, 2023**

Motion					
Member	1.3 Agenda	5.5 Consent Agenda	6.2 Paraeducator Award*	6.3 LPNC Funds Request	6.4 Interdivisional Grant Program*
Jasper	A	A	A	A	A
Thompson	Y	Y	1	Y	Y
Kovach	Y	Y	Y	1	Y
Lesh	Y	Y	Y	2	Y
Aceves	Y	Y	Y	Y	Y
Adl	Y	Y	Y	Y	Y
Banks	Y	Y	Y	A	Y
Cartagena	2	Y	Y	Y	1
Hicks	Y	Y	Y	Y	Y
Hulett	Y	Y	Y	Y	Y
Jackson	1	2	Y	A	Y
Lewis	Y	Y	Y	Y	Y
Rush	Y	Y	Y	Y	Y
Smith-Dixon	Y	Y	Y	Y	Y
Tillotson	Y	Y	Y	Y	Y
Yell	Y	1	Y	Y	Y
YES (Y)	15	15	15	13	15
NO (N)	0	0	0	0	0
ABSTAIN (A)	0	0	0	3	0
ABSENT (0)	0	0	0	0	0
OUTCOME	P	P	P	P	P

* Motion from a committee; no second necessary.

Unit Performance Matrix

Updated 7/2022

This score card outlines best practices and CEC Headquarters expectations of their Unit.

Strategy

	Not Demonstrated	Below Expectations	Meets Expectations	Exceeds Expectations	Notes
Strategic Plan	Unit does not track progress or does not have a strategic plan.	Unit has strategic plan. Progress is rarely evaluated or tracked in meeting minutes.	Unit has strategic plan and it is reviewed at most board meetings to drive conversation, establish goals, and evaluate progress. Unit website includes strategic plan.	Unit has strategic plan; strategic plan is reviewed at every board meeting to drive conversation, establish goals, and evaluate progress. Unit website includes strategic plan and is updated with progress made.	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Operations

	Below Expectations	Meets Expectations			Notes	
Form 990	Unit did not submit Form 990 on time/did not submit.	Unit completed and submitted Form 990 on time.				
	<input type="checkbox"/>	<input type="checkbox"/>				
Non-Profit Status	Unit does not have non-profit status in their state/province.	Unit has non-profit status in their state/province.				
	<input type="checkbox"/>	<input type="checkbox"/>				
	Not Demonstrated	Below Expectations	Meets Expectations	Exceeds Expectations	Notes	
Budget	Unit does not have a budget.	Unit has a budget but is unbalanced or is not updated with spending and revenue details	Unit has a balanced budget and updates spending/revenue details regularly.	Unit has a balanced budget and updates spending/revenue details regularly. Budget is reviewed at every board meeting.		
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Bylaws, Policy Manual, and Operations Manual	Unit does not have bylaws.	Unit has bylaws that have not been reviewed or updated in over a year.	Unit has Bylaws which are reviewed and updated annually. The Unit also uses a policy manual.	Unit has Bylaws which are reviewed and updated annually. The Unit also uses a policy manual. Both of these are available on Unit's website. The Unit uses an operations manual to support officers and Unit functions.		
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

Definitions:

- **Bylaws**(approved by membership, contains what is necessary to run the organization (Board composition, term limits, officers, etc.)
- **Policy Manual** (approved by the Board and creates frameworks of authority for decision-making between Board meetings)
- **Operations Manual** (requires no approval; outlines day-to-day work, processes and timelines for roles and regularly occurring processes (such as election timelines and awards processes)

Board Management

	Below Expectations	Meets Expectations	Notes		
Term Limits	Term limits are not in place or are outlined in governing document but not followed.	Term limits are in place, outlined in governing documents, and are followed.			
	<input type="checkbox"/>	<input type="checkbox"/>			
Elections	Election cycles and eligibility requirements are not outlined in governing documents.	Election cycles and eligibility requirements are outlined in governing documents.			
	<input type="checkbox"/>	<input type="checkbox"/>			
Position Descriptions	Unit does not have board member position descriptions outlined.	Every board member has a detailed and up-to-date position description and is outlined in governing documents or manuals.			
	<input type="checkbox"/>	<input type="checkbox"/>			
Board Orientation	Unit does not conduct a board member orientation.	Unit conducts a board member orientation that includes incoming and outgoing board members. All board members are transitioned by their predecessor and are provided with resources and necessary tools to perform their role.			
	<input type="checkbox"/>	<input type="checkbox"/>			
	Not Demonstrated	Below Expectations	Meets Expectations	Exceeds Expectations	Notes
Volunteer Square	Board members do not/do not know how to use Volunteer Square.	Volunteer Square is used inconsistently for soliciting and recruiting volunteers in all volunteer opportunities.	Volunteer Square is used for soliciting and recruiting volunteers in all volunteer opportunities.	Board members know how to use and promote Volunteer Square on their website. Volunteer Square is used for soliciting and recruiting volunteers in all volunteer opportunities.	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Professional Development

	Not Demonstrated	Below Expectations	Meets Expectations	Exceeds Expectations	Notes
Unit-created Professional Development (PD) Programs and Resources	Unit does not offer professional development programming or resources.	Unit offers one or more PD programs or resources to its members.	Unit offers 2 or more PD programs or resources to its members annually (may include a D/U's annual conference).	Unit offers 4 or more PD programs or resources to its members annually (may include a Unit's annual conference).	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Use of CEC-Created Professional Development (PD) Programs and Resources	Unit does not use PD programming or resources provided by CEC HQ for member programming/PD.	Unit highlights some PD programming or resources provided by CEC HQ to its members.	Unit highlights PD programming or resources provided by CEC HQ to its members.	Unit highlights or repackages PD programming or resources provided by CEC HQ to its members. Unit offers debriefing sessions, book clubs, and/or continued conversation via social media or CECCommunity platforms upon program conclusion.	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Programming

	Not Demonstrated	Below Expectations	Meets Expectations	Exceeds Expectations	Notes
Advocacy	Unit does not have a policy/advocacy plan, group of active advocates nor do they communicate policy updates to members.	Unit has a group of active advocates but does not have a policy/advocacy plan. OR Unit has a policy/advocacy plan but does not have a group of active advocates.	Unit has a policy/advocacy plan and active advocates who can implement the plan. AND Unit consistently communicates policy updates to its members and engages advocates through its communications and social media platforms.	Unit has a strong policy/advocacy plan and a group of active advocates who can implement the plan. AND Unit engages advocates in two-way communications and provides consistent policy updates through its communications and social media platforms.	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Networking	Unit does not offer networking opportunities.	Unit offers networking opportunities at least once a year.	Unit offers networking opportunities at least twice per year.	Unit offers quarterly networking opportunities.	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Communications and Branding

	Below Expectations	Meets Expectations	Notes
Official CEC Logo	Unit does not use an official CEC logo.	Unit uses an official CEC logo.	
	<input type="checkbox"/>	<input type="checkbox"/>	
Communication Plan/Strategy	Unit does not have a communication plan/strategy.	Unit has a communication plan/strategy.	
	<input type="checkbox"/>	<input type="checkbox"/>	
Branding	Unit does not adhere CEC approved colors and branding guidelines.	Unit adheres to CEC approved colors and branding guidelines.	
	<input type="checkbox"/>	<input type="checkbox"/>	

	Not Demonstrated	Below Expectations	Meets Expectations	Exceeds Expectations	Notes
Website	Unit does not have a website.	Unit has a website that is updated less than every three months.	Website is updated at least every 3 months updated with board member contact information, upcoming event details, volunteer opportunities and social media handles/links.	Website is updated monthly with board member contact information, strategic plan, upcoming event details, volunteer opportunities and social media handles/links. Website is promoted as <i>the</i> source of information for members.	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Social Media	Unit does not use social media platforms.	Unit's social media lacks strategy and is not updated/used weekly.	Unit's social media lacks strategy but is updated/used twice weekly.	Unit uses various social media platforms strategically by updating and promoting programs and initiatives relevant to the D/U's strategic plan multiple times a week.	

	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Member Communication	Unit does not communicate with its members annually.	Unit communicates with its members quarterly.	Unit communicates with its members bi-monthly.	Unit communicates with its members monthly.	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Member Engagement

	Below Expectations	Meets Expectations	Notes
Renewals and Lapsed Members	Unit does not reach out to members who let their membership lapse.	Unit reaches out to members who let their membership lapse with information regarding the membership renewal process.	
	<input type="checkbox"/>	<input type="checkbox"/>	
Website Membership Registration Page	Unit's website does not link back to CEC's membership registration page.	Unit's website links back to CEC's membership registration page.	
	<input type="checkbox"/>	<input type="checkbox"/>	

	Not Demonstrated	Below Expectations	Meets Expectations	Exceeds Expectations	Notes
New Member Welcome Letters and Onboarding	Unit does not send a welcome letter to new members.	Unit sends a Welcome Letter to new members but does not send on a regular basis/does not have an assigned board member or committee to execute.	Unit sends Welcome letters to new members on a regular basis and has an assigned board member or committee that executes this task.	Unit sends Welcome letters to new members on a regular basis and has an assigned board member or committee that executes this task. Unit conducts additional programs and events that support new member onboarding and acclimation to CEC and their Unit, such as mentorship programs, board meet and greets, new member meet and greets, etc.	

	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Membership Data	Leadership does not know how to pull membership data from Unit Community and membership reports.	Leadership knows how to pull membership data from Unit Community and membership reports but does not review data.	Leadership pulls and reviews membership data from Unit Community and membership reports monthly.	Leadership pulls and reviews membership data from Unit Community and membership reports monthly. The board also compares data to previous months/years, reviews retention rates, etc.	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	