

**COUNCIL FOR EXCEPTIONAL CHILDREN  
REPRESENTATIVE ASSEMBLY**

**Leadership Development Committee  
Annual Report**

Mary Lynn Boscardin, President  
Mikki Garcia, Chair  
February 1, 2019

**1.0 Committee Charge(s), Goals(s) and Accountability:**

Charge: Through a comprehensive and inclusive process, intentionally identify, cultivate, recruit, and orient, a well-qualified, diverse and inclusive pipeline of committed volunteer leaders for board and committee positions that are responsive to the current and future needs of CEC.

Goal: Identify, nurture and develop leadership potential and skills in emerging leaders.

Accountability: The LDC will be accountable to the Board for ensuring diversity and inclusion through:

- Planning: Develop a detailed strategy and concrete goals, objectives, tasks, and timelines for putting its commitment into action.
- Communicating: Develop a comprehensive, continuous and transparent communication plan that reaches out to CEC members from diverse groups, personally contacting and encouraging participation in the leadership development process.
- Assessing: Measure and annually reporting the results of efforts to engage members of diverse groups in leadership development and appointment to leadership positions.
- Training and Development: Develop clear pathways to leadership and encouraging participation by all segments of the CEC membership in order to create a more diverse volunteer pool from which future leaders may emerge.

**2.0 Committee Members and Terms of Office (The operating cycle is Sept. 1 – Aug. 30.)**

Mikki Garcia, Ed.D., Chair	2021
Anna M. Adl, M.S.	2019
Sheila B. Bailey, Ph.D.	2020
William K. Bogdan, Ed.D.	2020
Robin D. Brewer, Ph.D.*	2020
Maureen O’Leary Burness, M.S.	2019
Marilyn Friend, Ph.D.	2019
Kelly J. Grillo, Ph.D.	2021
Gloria Niles, Ph.D.	2021
Zachary Walker, Ph.D.	2020

\* Governance Assessment Workgroup Representative

### **3.0 Objectives (Annual) and Work Plans for 2018-19**

- Develop and widely disseminate a revised application for the Board of Directors which, to the greatest extent possible this early in the process, reflects the need for board applicants who have knowledge, skills and abilities (KSAs) relevant to CEC's strategic plan and the mission of the board.
- Update the rating rubric previously developed and used by the Nominations Standing Committee to reflect the revised board application.
- Conduct a needs assessment of the board of directors (through a third party) to determine board applicant KSAs needed for the 2020 board.
- Slate candidates for election by the membership to fill three positions on the board.
- Present a slate of two candidates for the 2019 President Elect to the board for appointment in November 2018.
- Develop a framework for a leadership development curriculum, then begin developing curriculum and assessment components.
- Determine the cycle for the Leadership Development Programs, including recruiting, application period, training period, etc.
- Plan activities (e.g., a session or a booth in CEC Central) for CEC 2019 to increase awareness of, and answer questions about, the LDC and leadership opportunities.
- Develop specific knowledge, skills and abilities that will guide the selection of future board member candidates

### **4.0 Summary of Achievements Related to Objectives and Work Plans**

#### **July Update Provided to Board:**

Beginning in mid-May, two to three members were assigned to review the questions in the Board of Director's application by section. Following completion of that assignment, the LDC collaboratively provided input on the draft questions for President Elect candidates.

The committee held a conference call on June 7 to review the purposes of the LDC, committee member responsibilities, the LDC work cycle, the application for the board of directors, the recruiting process and the leadership development cycle.

The committee held a face-to-face meeting at CEC Headquarters from June 25-26. In order to provide the committee with the appropriate background for developing board knowledge, skills and abilities (KSAs), as well as knowledge for recruiting potential board and committee members, Executive Director Alex Graham presented a report on CEC's strategic plan and CFO Craig Evans provided a financial overview.

Committee Chair Mikki Garcia, committee member Robin Brewer (Governance Assessment Workgroup representative) and Staff Liaison Sharon Rodriguez provided extensive background on the development of CEC's new leadership model.

The LDC was established based on a recommendation from the Governance Assessment Workgroup. Its charges included: analyzing the size, composition, and charges of CEC's Board of Directors, committees, and advisory groups and make recommendations to address inefficiencies, if any, and incorporate best practices from the field of association

management; and developing systems or policies to facilitate adaptability and promote innovation within CEC's committees, workgroups and advisory groups.

The group also briefly reviewed the LDC's annual work cycle to help determine the 2018-19 work plan (attached).

The first day ended with a rich discussion about the importance of the many facets of diversity towards advancing the work of the board and committees, and the challenges around recruiting diverse candidates for CEC's volunteer leadership pool.

On the second day, the LDC finalized the application for the board of directors, previewed the draft application rating rubric and the needs assessment tool, and had a brief discussion about thought leaders on the LDC. The remainder of the day was spent discussing the Leadership Development Program, a curriculum framework and curriculum development.

### **November Update to Board:**

The committee revised the board application that was "finalized" in June. A preview to the application (which included information about serving on the board) was posted to the CEC website, along with a link to the online application.

A communications plan was developed to encourage applications, including announcements in *Special Education Today*, social media (Twitter and Facebook), and unit/divisions/Representative Assembly/Board of Directors/Past Presidents communities.

Board member recruiting by LDC members began in June, including approximately sixty emails from the Chair to individuals who had been recommended through the aforementioned communities postings.

The committee held a conference call on July 24. Members provided updates on board candidate recruiting status, including the intentional recruitment of candidates representing the various aspects of diversity in CEC's definition. The committee application was reviewed and finalized. The board application rating rubric was reviewed and revised to better align with the board application.

The committee held a conference call on August 13. The board application rating rubric was finalized. Planning for convention activities was initiated.

Throughout the application period, as applications were completed, packets of all materials were created and provided to committee members to begin the review process. In total, 25 completed applications were received by the August 27 deadline.

The committee held a conference call on September 30 to determine the slate of candidates for the board of directors' election. Prior to the call, scores from each member's completed rubric were compiled and the blind results shared.

The LDC unanimously agreed on the final slate of seven vetted candidates for three

positions on the board. Demographic information about the candidates is included in the appendices.

The LDC held a conference call on October 9. Agenda items included an overview of presentations to be given at the Past Presidents Forum and Board of Directors November meetings; updates by the Convention and Metrics Workgroups; the status of the annual board assessment, review of the 2018-2019 work plan, and a review of changes to the application for the board of directors for 2019.

### **January Update to Board:**

On the LDC's November 5 conference call, the results of the election for members of the board of directors were announced; further updates from each workgroup were provided; the committee discussed activities for the convention, in addition to the LDC's session; and discussed next steps related to use of the results of the board assessment.

The LDC held a conference call on November 26. Agenda items included further updates on the convention session and activities; an update on the annual report; discussion on the board application and timelines; and a discussion on the usefulness of candidate statements for slating purposes in contrast to those most helpful to members in the voting process based on the results of a post-voting survey.

On the LDC's December 11 conference call, workgroup updates were provided; ideas for the communications plan for promoting the committee's session were discussed; further details about encouraging divisions to engage potential and new members were provided; and convention activities finalized.

The LDC held a conference call on January 9. The committee again reviewed the convention presentation PowerPoint and related video montage; discussed small group discussion format and assignments; provided input on the title and body for CEC 2019 app alert about the session; reviewed assignments and discussed presentation of the LDC's annual report to the Representative Assembly; reviewed convention activities, including the IDC Meeting, signing up for presentations at division and caucus meetings about CEC leadership opportunities; and signing up to spending time in CEC Central to answer attendee questions about CEC leadership opportunities.

### **Workgroups**

At the end of the September call, two workgroups were formed. The first was charged with analyzing metrics related to board applicants, slated candidates and the board, and in particular, those related to diversity, for the annual report to be presented at the Representative Assembly meeting in Indianapolis. The second was charged with conceptualizing and initiating work on a convention presentation focusing on developing/enhancing leadership skills, educating attendees about leadership opportunities within CEC, developing the abstract for the convention session, as well as other activities at convention the with a goal of highlighting volunteer leadership in CEC.

### **Report Workgroup**

In addition to the work done through emails and Google Docs, the Report Workgroup held conference calls on Oct. 1, Oct. 11, Oct. 21, Oct. 30, and Dec. 3.

Demographic metrics tables were created as a means of benchmarking the diversity of the total pool of candidates with the overall demographics of CEC membership. (see Appendix A).

Five significant questions related to the diversity of the pool of candidates in comparison to the demographics of CEC's membership were developed to assist the LDC in its outreach and leadership development program.

1. What baseline does CEC's demographic data establish for the work of the LDC?
2. What do the comparison data sets tell us about the current state of membership (by status) in CEC?
3. What impact did these data have in the selection of the 2019 slate?
4. What impact will this experience have on the future work of the LDC?
5. How will the results of the annual board assessment inform the work of the LDC?

A few members of the report workgroup, at CEC Headquarters for the annual Past Presidents Forum, presented portions of the draft report to the board on November 3 in order to obtain feedback from board members. The feedback received was incorporated into the report.

### **Observations from Candidates' Responses to the CEC Diversity Definition from Board of Directors applications:**

#### **Q-27 (how you identify your own diversity)**

Wide-ranging answers including: socio-economic; sex/gender status; marital status, children; children with disabilities; geographic origin and residence; first generation; military family; ethnicity; religious practice; professional positions held

#### **Q-28 (diversity experience that significantly influenced you personally/professionally)**

##### **Sample Responses**

- Understanding children with disabilities as individuals rather than AYP subgroups
- Impact of geography
- Understanding gender identity
- Participation in diversity training
- Living/working in rural/remote/urban settings and lower socioeconomic areas and observing the effect those settings on the education and resources available to students and families

##### **Examples of meaningful candidates' quotes from responses to Q-28**

- "I noticed how location and resources, rather than need, appeared to influence the quality of education."
- "As a single mom who barely makes enough to disqualify myself from government-subsidized housing, I understand the difficulties that this status can present to parents."

- “I could not coach them on handling drive by shootings, sleeping under beds covered with mattresses to shield from violence, or dealing with relatives being arrested as they watched. I could provide a safe environment for learning...for me, it was life changing and challenging.”

**LDC Conclusions Related to the CEC Diversity Definition (based on responses to Q-27, Q-28)**

- Noted **expanded and enhanced interpretation** of the CEC diversity definition beyond what was asked for in the definition
- **Years of experience with CEC** vs other leadership experiences created a challenge in weighing candidates’ leadership experience
- **Membership in CEC divisions** was not weighted in the evaluation rubric formula
- **Prior CEC Board membership** was not weighted in the evaluation rubric formula
- Board needs assessment was not factored into the evaluation rubric formula

**Note:**

1. These considerations will be included in future evaluation rubric, as well as the manner in which candidates respond to the two diversity questions (Q-27 not rated, Q-28 is rated).
2. Strong potential of multiple candidates to benefit from LDC leadership development programming.

**Convention Workgroup**

In addition to the work done through emails and Google Docs, the Convention Workgroup held conference calls on Oct. 9, Oct. 29, Dec. 6., Dec. 27, and Jan. 16.

The workgroup began by reviewing materials from the Nominations Standing Committee’s “Aspiring Leaders” session, last held in 2017, and identified strengths and weaknesses of the materials previously used. The team identified the desired audience, which then allowed for development of the abstract. Additionally, members of the workgroup were asked to identify key leadership activities that impacted their own leadership capacities.

The workgroup chair provided an overview of the session planning to date with the board on November 3 in to obtain feedback from board members. The feedback was incorporated into the planning.

The workgroup developed an interactive session designed to highlight opportunities for involvement at the local/state or provincial/special interest division/international levels. It includes tips for becoming involved, information about CEC’s leadership initiatives, and the chance to interact with past and present CEC leaders who can answer attendee’s questions and help them identify next steps in advancing their leadership journey.

The session PowerPoint provides a brief overview of CEC, including mission, core values, and organizational structure. Additional content may include knowledge, skills, and abilities needed to be a successful leader within CEC. It will also include videos from leaders who were selected to reflect various leadership opportunities within CEC and to specifically incorporate the voices of young and diverse members.

The first video was of 10-second segments that included the member's name, title, and current and/or past leadership role(s) within CEC. The second video (up to 30 seconds) addressed the question, "Why am I a Council for Exceptional Children Volunteer Leader?" This video highlighted how being a CEC leader helped individuals professionally and personally.

The LDC also identified other potential uses for the videos to promote leadership initiatives beyond the convention session. These could include with the call for committee applications; the annual Leadership Institute and Special Education Legislative Summit; posting on the CEC website to encourage people to become CEC members, or for members to deepen their engagement with CEC at any level.

Last, roundtable discussions focused on the specific leadership opportunities at the local (chapter), state/provincial unit, division and international level, ending with an opportunity for participants to ask questions. The workgroup provided current leaders with a list of talking points to cover during these discussions.

The workgroup developed a communications plan to encourage attendance at the session, which included:

- A slide in the PowerPoint for the Opening General Session
- An ad in the Convention Program
- Promoting leadership opportunities to divisions/caucuses by committee members and at the Inter-divisional Caucus by the Chair (see below)
- A handout for the Student Forum and inclusion on the suggested schedule of "must-attend" events for students
- Promotion during committee members time at the Membership Booth in CEC Central
- Alerts sent through the convention app
- Buttons worn by committee members throughout the convention prompting attendees to ask them about leadership opportunities

### **Convention Activities**

During the convention, committee members made brief presentations, paired with a member of the Board of Directors, to divisions and caucus meetings about leadership opportunities and supporting leadership development within their organizations. They also spent time at the Membership Booth in CEC Central to speak with interested members about opportunities for volunteer engagement and developing leadership skills.

In its planning for the convention, the LDC discussed how CEC's divisions are where so many of CEC members become truly engaged, as divisions center around either the member's professional role (e.g., researcher, teacher preparation) or area of interest related to a disability (e.g., visual impairment/deafblindness, multiple disabilities). Accordingly, the LDC encouraged divisions to leverage the unique opportunity of the convention, where face-to-face connections are the most powerful, to encourage potential and new volunteer engagement, and provided the following suggestions:

- Develop a handout of division benefits/highlights to have at their social;
- Designate greeters to be positioned at the door of the socials to welcome interested potential members;
- Designate specific leaders to answer questions about the division, volunteer opportunities, etc.

To assist with this last suggestion, the LDC will provide buttons for division leaders (so that they can be easily identified) designated to engage at their socials with convention first-timers, students, and early-career educators, as well as new division members

The LDC encouraged division leadership teams to have serious discussions about intentionally encouraging participation at socials and other division events, by first-timers, students, early-career educators and new division members as an opportunity to grow and strengthen membership.

## **5.0 Challenges Encountered and Solutions Identified**

As indicated in the previous section, the chair reached out to a large number of well-qualified potential applicants. Oddly, many indicated that they had recently entered into a new position, while others had family obligations that prevented them from applying for the board this year. There is no solution to this particular issue.

In creating the 2018 Board of Directors application, the LDC felt that including specific “check boxes” relative to demographic characteristics was counter to the intent of CEC’s expanded definition of diversity; i.e., that there are many factors that constitute diversity beyond what can be placed into specific “identifiable” categories. Therefore, those items were removed from the application.

Following the slating of candidates for the board, the committee decided to add those items back into the application for 2019, as optional, to support the annually-required metrics reporting and to ensure the recruitment of diverse candidates. This decision was made in light of the requests for such reporting that came up with some frequency during the input on proposed revisions to the bylaws based on the recommendations from the Governance Assessment Workgroup in early 2018.

In reviewing the rating rubric, the LDC struggled with the “quantifying” terms for the various ratings; e.g., several, some, a few, few. Ultimately, the rubric worked effectively in the slating process. However, the committee will continue to evaluate the questions and rating system to identify options for further improvement.

The LDC also struggled with developing descriptors for the question “Given (CEC’s) definition (of diversity), how do you describe your own diversity?” The committee, as a whole, agreed that this was such a truly personal question that it could not be “quantified;” consequently, the answers could not be scored by a rating rubric. The information was used to inform the committee members about the candidates more personally and/or their views on diversity. It is hoped that this decision, which will be reflected in the rating rubric made available to future applicants, will alleviate any apprehension candidates may have about providing an in-depth response.



As well, the committee agreed that it will be necessary, on a regular basis, to share with or “educate” CEC’s members about the new view of diversity (below) as related to expanding the makeup of membership and volunteer leadership. This is an issue that units and divisions have indicated they struggle with as well, given the demographic make-up of special educators in general.

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

In order to sustain a diverse membership and leadership, it will be necessary moving forward for CEC, its units and divisions to:

- Intentionally recruit diverse, knowledgeable, qualified, board and committee volunteer leaders.
- Develop and deploy comprehensive leadership training, mentoring, and support to include more diverse leadership.
- Support, encourage, and promote unit and division leaders for the board of directors and committee membership at the international level.

In its slating discussions, the committee felt that candidates may have been, to a point, disadvantaged by the fact that the short timeline for developing the board application did not allow for developing the rating rubric and making it available to potential applicants at the time the application was released. Now that both have been solidly developed and should only need minor revisions, it is not anticipated that this will be an issue in the future.

Recruiting applicants for the position of President Elect was a bit concerning and challenging. The chair contacted all qualified applicants (those who have served on the board within the past five years, or current members of the board who will have served at least two years). Ultimately, two individuals applied for the position. While this has been the typical number of candidates in past years, there is some concern about the limited number of candidates these eligibility requirements will allow, especially as the size of the board decreases over the coming years and, as mentioned previously, other factors prevent individuals from applying.

At this time, there is no change suggested to revise the eligibility requirements. It will be necessary for the LDC and CEC leadership to convey to potential and current board members that serving on the board brings with it the responsibility of potentially running for president elect.

To ensure that President Elect candidates who are not currently on the board are not at a disadvantage as compared to candidates currently on the board, they will be provided access to proprietary materials, including but not limited to board meeting minutes, financial statements, and the current strategic plan.

## 6.0 Comments, Questions for the Board of Directors

July: none.

November:

While the LDC was successful in recruiting and slating a large number of individuals who represented many of the aspects of CEC's definition of diversity, there is no guarantee that, despite the best efforts of the committee this year and moving forward, that the membership will ultimately elect diverse board members.

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

CEC's limited demographic data on its members impacts reporting on recruitment of diverse candidates related to overall membership. The LDC recognizes that collecting such data is a challenge for associations as it cannot be required and may be seen as invasive to some individuals. However, the LDC encourages CEC to explore innovative ways and multiple opportunities through communication and engagement with members to capture these data, ultimately to the benefit of CEC, its committees, units and divisions. This will require that CEC provide both a strong case to members of the value of sharing their personal information and clear assurances about its confidentiality and security.

The LDC is not tasked with conducting the election of members of the board of director. However, the results of the election were verified by the chair of the LDC following the close of the election. A preliminary election report was provided to the board at its November meeting and a final report was provided in December.

Overall, between e-blasts sent directly to members, paper ballots to members without email address, and emails sent via SurveyMonkey to members who have unsubscribed from receiving emails from CEC, the election had a participation rate of 2.5%. This continues the trend of declining member participation in the board election (2017: 2.85%; 2016: 6.2; 2015: 4.7%; 2014: 6.2%; 2013: 7.55%).

## 7.0 Recommendations for Action by the Board of Directors

July: None.

November: None.

January: The chair of the LDC will request of the board a one-year extension to the terms of all current members at its January meeting.

Since beginning its work in May 2018, the LDC has made significant progress related to its charge to identify, cultivate, recruit, and orient a well-qualified and diverse pipeline of volunteer leaders for board and committee positions that are responsive to the current and future needs of CEC.

While the work of the committee to-date has been very important, the work that lies ahead is far more critical to the longer-term success of the LDC and the governance of CEC, as envisioned in the recommendations of the Governance Assessment Workgroup.

Specifically, the work includes:

- Reviewing the basic responsibilities and “best practices” literature of nonprofit boards in order to identify or create training and assessment tools.
- Creating a plan for ongoing leadership development for the board, the LDC, and standing and ad hoc committees.
- Producing and periodically updating a leadership development curriculum for prospective board and committee members.

The committee has already discussed and conceptualized a framework for a volunteer leadership development program, the foundation for establishing and perpetuating a well-qualified and diverse pipeline of volunteer leaders responsive to the current and future needs of CEC. Yet, this is just the beginning of a multi-year initiative which will take significant research, thought and time.

When LDC members were appointed in May 2018, the magnitude of the work could not have been anticipated. However, the amount of work successfully accomplished to date reflects the group’s cohesion and common vision. However, it is necessary to go through at least one full “cycle” to learn lessons and apply them to future work. The knowledge and experience of those currently on the committee is essential in order to truly make the best-informed decisions about what has and has not worked.

**COUNCIL FOR EXCEPTIONAL CHILDREN**  
**Leadership Development Committee**  
**2018-2019 Work Plan**

In addition to the activities below, the chair and staff liaison hold, at a minimum, weekly calls.

MONTH	ACTIVITIES
May	Revise Board of Directors application <ul style="list-style-type: none"> <li>• input on three separate sections of the application from three groups of LDC members</li> <li>• input from entire committee on president elect questions</li> </ul> LDC members completed the online board application to test and identify possible revisions
June	Conference call 6-7 to review: <ul style="list-style-type: none"> <li>• the purposes of the LDC</li> <li>• committee member responsibilities</li> <li>• the LDC work cycle</li> <li>• the application for the board of directors</li> <li>• the recruiting process</li> <li>• the leadership development cycle</li> </ul> Continue revisions to board application Finalize board application In-person meeting 6/25-26 to review/discuss: <ul style="list-style-type: none"> <li>• CEC's Strategic Plan</li> <li>• CEC Financial Overview</li> <li>• Leadership Model Background</li> <li>• LDC Work Cycle               <ul style="list-style-type: none"> <li>○ Board of Directors</li> <li>○ Application</li> <li>○ Rating Rubric</li> <li>○ Current Board Assessment</li> <li>○ Developing KSAs</li> <li>○ Thought Leaders</li> </ul> </li> <li>• Leadership Development Program (LDP)               <ul style="list-style-type: none"> <li>○ LDP Cycle</li> <li>○ LDP Curriculum Development</li> </ul> </li> </ul>

MONTH	ACTIVITIES
July	Initiate review and revision of committee application Conference call 7-24 <ul style="list-style-type: none"> <li>• Finalizing committee application</li> <li>• Board of Directors               <ul style="list-style-type: none"> <li>○ Recruiting Status</li> <li>○ Sharing best practices and resources</li> <li>○ Review rating rubric</li> </ul> </li> </ul>
August	Conference call 8-13 <ul style="list-style-type: none"> <li>• Recruiting Updates</li> <li>• Revise Rating Rubric</li> <li>• Slating Process</li> <li>• Convention</li> </ul> Continue to revise board application rating rubric
September	Continue to revise board application rating rubric Review and rate completed applications Notes regarding application while reviewing for future revisions Develop elections communications plan and messaging Incorporated personal requests to vote from Board and LDC members LDC Conference call 9-20 to develop board slate Communicate results to all candidates Metrics Reporting Workgroup begins work Convention Session Workgroup begins work Prepare candidate bios Prepare online voting site Prepare election webpage Prepare and mail paper ballot and cover letter Prepare and email voting information to “opted-out” members via SurveyMonkey
October	Board election 10/1-29 Begin revision of 2019 Board of Directors application Conference call 10-9 <ul style="list-style-type: none"> <li>○ Workgroup updates</li> <li>○ Develop plan for presentations to Past Presidents Forum and Board</li> <li>○ Board assessment status update</li> <li>○ Input on 2018-2019 Work Plan</li> <li>○ Input on revisions to 2019 Board of Directors application</li> </ul>

MONTH	ACTIVITIES
	<p>Metrics Reporting Workgroup continues work</p> <ul style="list-style-type: none"> <li>○ Conference call 10-1</li> <li>○ Conference call 10-9</li> </ul> <p>Convention Session Workgroup continues work</p> <ul style="list-style-type: none"> <li>○ Conference call 10-1</li> <li>○ Conference call 10-11</li> <li>○ Dry run with officers for board presentation 10-21</li> <li>○ Conference call 10-30 to finalize for presentation</li> </ul> <p>Set up and launched board assessment with BoardSource</p> <p>Develop candidate characteristics grid</p> <p>Develop board characteristics grid</p> <p>Develop questions and rubric for president elect interviews</p> <p>Develop and prepare for presentation at Past Presidents Forum</p> <p>Develop and prepare for presentation at Board Meeting</p> <p>Develop quarterly report to board for November</p> <p>Begin developing Election Report to Board</p>
November	<p>LDC Conference call 11-5</p> <ul style="list-style-type: none"> <li>○ Workgroup updates</li> <li>○ Review Board Assessment results to develop needs analysis for 2020 candidates</li> </ul> <p>LDC Conference call 11/26</p> <p>Finalize quarterly report to the Board, if applicable</p> <p>Presentation at Past Presidents Forum</p> <p>Presentation of Draft “LDC Annual Report” to Board</p> <p>Board appointment of President Elect</p> <p>Metrics Reporting Workgroup continues work</p> <p>Convention Session Workgroup continues work</p> <p>Finalize Election Report, if not done for Board meeting</p> <p>Revise 2019 Board application; review election survey: “What question would you like candidates to respond to in the future?”</p> <p>LDC planning for convention activities</p> <p>Develop collateral for convention</p> <p>Revise LDC application</p> <p>Develop quarterly report to board for January</p>
December	<p>Convention Session Workgroup continues work</p> <ul style="list-style-type: none"> <li>○ Conference call 12/27</li> </ul> <p>Plan for convention activities, including sign-up for division and caucus meeting presentations</p> <p>Develop collateral for convention</p> <p>Revise LDC application</p> <p>Revise 2019 Board application</p>

MONTH	ACTIVITIES
	Develop quarterly report to board for January LDC conference call 1/9 LDC conference call 1/22
<b>The following sections are not yet complete.</b>	
January	Revise LDC application Develop LDC Call for Applications Mar/Comm Plan Revise 2019 Board application Finalize convention session Finalize quarterly report to Board Chair presentation to IDC about leadership opportunities and strengthening engagement of new members and outreach to potential members at the convention Presentations to divisions and caucuses about leadership opportunities Work in Membership Booth in Expo Hall to discuss CEC volunteer leadership opportunities with attendees Prepare for presentation of Annual Report at RA Meeting LDC Meeting @ Convention "Be a CEC Leader" Session Revise 2019 Board application
February	Present LDC "Annual Report" to RA (2/1) Finalize LDC application Finalize LDC Call for Applications Mar/Comm Plan Post LDC application to website Revise 2019 Board application Develop Board of Directors Call for Applications Mar/Comm Plan Develop excerpts/digest of Annual Report for <i>TEC</i> and <i>SET</i> Initiate Quarterly Report to Board for April
March	Post Board Application to Website Finalize excerpts/digest of Annual Report for <i>TEC</i> – due March 9 Finalize Quarterly Report to Board for April
April	Quarterly Report presentation to Board Board Applications Review TBC: LDC application deadline Initiate quarterly report to Board for July
May	Board applications review and rating Develop quarterly report to Board for July

MONTH	ACTIVITIES
June	Board applications review and rating Finalize slate (first 2 weeks) Notify candidates Develop <i>TEC</i> "article" (slated candidate statements for election promotion for Sept/Oct issue – due 7/3) Finalize quarterly report to Board for July TBD: President Elect application review and slating
July	TBD: President Elect appointment Develop <i>TEC</i> "article" (slated candidate statements for election promotion for Sept/Oct issue – due 7/3) Quarterly Report to Board Leadership Institute session? TBD: President Elect application review and slating Create slate ad for web
August	Announce slate for Board Election TBD President Elect application review and slating LDC Terms End 8-31



**COUNCIL FOR EXCEPTIONAL CHILDREN  
Leadership Development Committee**

2018 Board Election Diversity Metrics

---

**DEMOGRAPHIC DATA (CEC MEMBERSHIP, CEC 2019 BOARD, CEC BOARD APPLICANTS)**

**REFER TO APPENDICES (attached)**

Select highlights showing comparisons between the 25 board candidates, CEC membership, and 2019 CEC board members

---

**Questions Considered by the LDC in Response to the Diversity Metrics Charge**

**What baseline does the CEC data establish for our work?**

Critically important to the work of the LDC is the comparison of CEC baseline demographic membership data with demographic information provided by CEC officer and board member candidates. These comparative data support the LDC's goal of creating a slate of candidates that represent the diversity of the CEC membership.

**What do the comparison data tell us about the current state of membership in CEC?**

Current CEC membership demographic data established a baseline in the following:

- Teachers comprise 29%; Administrators comprise 22%; Higher Education faculty comprise 14% of the CEC membership.
- CEC membership (by ethnicity) includes: 84 % white; 6% African American; 4% Hispanic; 3.2% Asian/Pacific Island; 2% American Indian.
- CEC membership by gender: 87% female; 13% male.
- CEC membership by age group: 13% (19-30); 19% (31-41); 27% (42-52); 25% (53-63); 15% (64-74); 1.5% (75-85).

**Conclusions:** Teachers comprise the highest percentage of CEC membership. CEC is primarily represented by white, African American, and Hispanic ethnic groups. More females than males are members of CEC. CEC members' ages consistently range across the generational spectrum.

**What impact did these data have on our current work (in selection of the 2019 slate)?**

In this first year of LDC service, the committee consciously strived to seek CEC officer and board candidates who represented the continuum of demographic diversity as reported in CEC membership baseline data. These data also provided a benchmark for establishing a leadership development program for recruitment, orienting, and supporting current and future leaders aspiring to serve on CEC committees or the board of directors.

**What impact will this experience have on our work going forward?**

Moving forward, the LDC will:

- refine the officer and board application, evaluation rubric, and development of the officer and board slate based on:
  - CEC vision, mission, and strategic plan
  - Annual board needs assessment (identified needs of the board)
- develop, implement and support an ongoing leadership development program and leadership curriculum.
- recruit a slate of officer and board candidates reflecting the diversity of the organization, as defined by the CEC diversity definition.

**Where do we go from here: recommendations to Board and Representative Assembly?  
Suggested Actions for CEC Units/Divisions (Representative Assembly)**

**CEC Diversity Definition**

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

There is such a range of individual backgrounds and experiences that cannot be easily conveyed by answering simply demographic questions.

**Questions for divisions/units:**

*In your understanding of the revised CEC diversity definition, in what ways will your division/unit expand your membership, board and committees to include more diverse representation?*

Strategic Direction for CEC Divisions/Units	Action Strategies
1. Recruit diverse, knowledgeable, qualified, board and committee volunteer leaders	Action Strategy #1: Action Strategy #2: Action Strategy #3:
2. Develop and deploy comprehensive leadership training, mentoring, and support to include more diverse leadership.	Action Strategy #1: Action Strategy #2: Action Strategy #3:
3. Support, encourage, and promote division and unit leaders for CEC officers, CEC board of directors, and CEC committee membership at the international level.	Action Strategy #1: Action Strategy #2: Action Strategy #3:

## **Appendix A: Board Candidates' Demographics**

### **Age Group**

- 30-39 = 5
- 40-49 = 10
- 50-59 = 7
- 60-69 = 1
- 70+ = 2

### **Ethnicity**

- American Indian/Alaska Native/First Nations = 0
- Asian = 1
- Black or African American = 6
- Hispanic, Latino/a or Spanish = 0
- Native Hawaiian or Pacific Islander = 0
- White = 18
- Other =

### **Disability**

(Reported)- 0

### **Gender**

- Female = 20
- Male = 5

### **Professional Role**

- Teacher-2
- Administrator-11
- Professor-11
- Consultant-1

### **State/Province/Country**

- Northeast-4
- Mid-Atlantic-1

**Appendix B:**

**Comparison Demographic Baseline Data**

**CEC General Membership/CEC Board Applicants/2019 CEC Board Members**

**CEC General Membership/CEC Board Candidates/2019 CEC Board Members**

**(By Profession, as reported)**

CEC Membership by Profession (as reported)			CEC Board Candidates By Profession (as reported)			Election Slate (7)	2019 CEC Board Members
Teacher	4127	29%	Teacher	2	8%		3 (23%)
College/University Student	2539	18%	College / University Student	0			0
Administrator	3144	22%	Administrator	11	44%	3	2 (15%)
Consultant	1028	7%	Consultant	1	4%		0
Early Interventionist	238	2%	Early Interventionist	0			0
Family Member	53	.5%	Family Member	0			0
Higher Education Faculty	1983	14%	Higher Ed Faculty	11	44%	4	5 (39%)
Paraeducator	75	.5%	Paraeducator	0			0
Related Services Provider	258	2%	Related Service Provider	0			0
Other	1035	5%	Other	0			3 (23%)
<b>TOTAL</b>	<b>14480</b>			<b>25</b>		<b>7</b>	<b>13</b>

**CEC General Membership/CEC Board Candidates/2019 CEC Board Members**

**(By Ethnicity, as reported)**

CEC Membership by Ethnicity (as reported)			CEC Board Candidates By Ethnicity (as reported)			Election Slate (7)	2019 CEC Board Members
Native American	120	1%	American Indian	0	0		0
Asian	229	3%	Asian	1	4%		0
Black or African American	603	6%	Black or African American	6	24%	2	0
Hispanic, Latino/a or Spanish	387	4%	Hispanic, Latino/a or Spanish	0	0		3 (23%)
Native Hawaiian or Pacific Islander	22	.2%	Native Hawaiian or Pacific Islander	0	0		1 (8%)
White	8841	84.8%	White	18	72%	5	9 (69%)
Other	133	1%	Other	0	0		0
<b>TOTAL</b>	<b>10335</b>			<b>25</b>		<b>7</b>	<b>13</b>

**CEC General Membership/CEC Board Candidates/2019 CEC Board Members  
(By Age Groups, as reported)**

CEC Membership by Age Groups (as reported)		CEC Board Candidates By Age Group (as reported)		Election Slate (7)	2019 CEC Board Members
Age Group		Age Group	Age Group	Age Group	Age Group
1922-1932 (86-96)	19 (2%)				
1933-1943 (75-85)	147 (1.5%)	70+	2 (8%)		1 (8%)
1944-1954 (64-74)	1409 (15%)	60-69	1 (4%)		4 (31%)
1955-1965 (53-63)	2383 (25%)	50-59	7 (28%)	6	2 (15%)
1966-1976 (42-52)	2560 (27%)	40-49	10 (40%)	1	6 (46%)
1977-1987 (31-41)	1825 (19%)	30-39	5 (20%)		0
1988-1999 (30-19)	1265 (13%)	19-30	0		0
<b>TOTAL</b>	<b>9608</b>		<b>25</b>	<b>7</b>	<b>13</b>

**CEC General Membership/CEC Board Candidates/2019 CEC Board Members  
(By Gender, as reported)**

CEC Membership by Gender (as reported)		CEC Board Candidates By Gender (as reported)		Election Slate (7)	2019 CEC Board Members
Gender		Gender		Gender	Gender
Female	5320 (87%)	Female	20 (80%)	6	Female 8 (62%)
Male	824 (13%)	Male	5 (20%)	1	Male 5 (38%)
<b>TOTAL</b>	<b>6144</b>		<b>25</b>	<b>7</b>	<b>13</b>

**CEC Board of Director Candidates/2019 CEC Board Members  
(By Geographic Region, as reported)**

CEC Board Candidates State/Province/Country (as reported)		Election Slate (7)	2019 CEC Board Members State/Province/Country (as reported)
Northeast	4		3
Mid-Atlantic	1		0
South	8	3	3
Midwest	3		2
Plains	0		1
West	5	2	2
Canada	2	2	1
Other	1		0
<b>TOTAL</b>	<b>24</b>	<b>7</b>	<b>12</b>

**CEC Board of Director Candidates/2019 CEC Board Members**

**(Division Memberships, as reported)**

<b>Divisions</b>	<b>CEC Board Candidates</b>	<b>Election Slate (7)</b>	<b>2019 CEC Members</b>
CASE	11	4	5
CCBD	4	1	4
CEC-DR	4	2	1
CEC-PD	0		3
CEDS	0		1
DADD	5		2
DARTS	0		0
DCDD	1		0
DCDT	5	1	1
DDEL	2	2	3
DEC	0		1
DISES	1		0
DLD	2	1	5
DPHMD	0		0
DVIDB	1		0
TAG	1		0
ISSET (Innovations in Sped Ed Technology- formally TAM)	1		0
TED	7	2	5

**Disability (as reported by Board Candidates): 0**

**Disability (as reported by 2019 Board Members): 1**